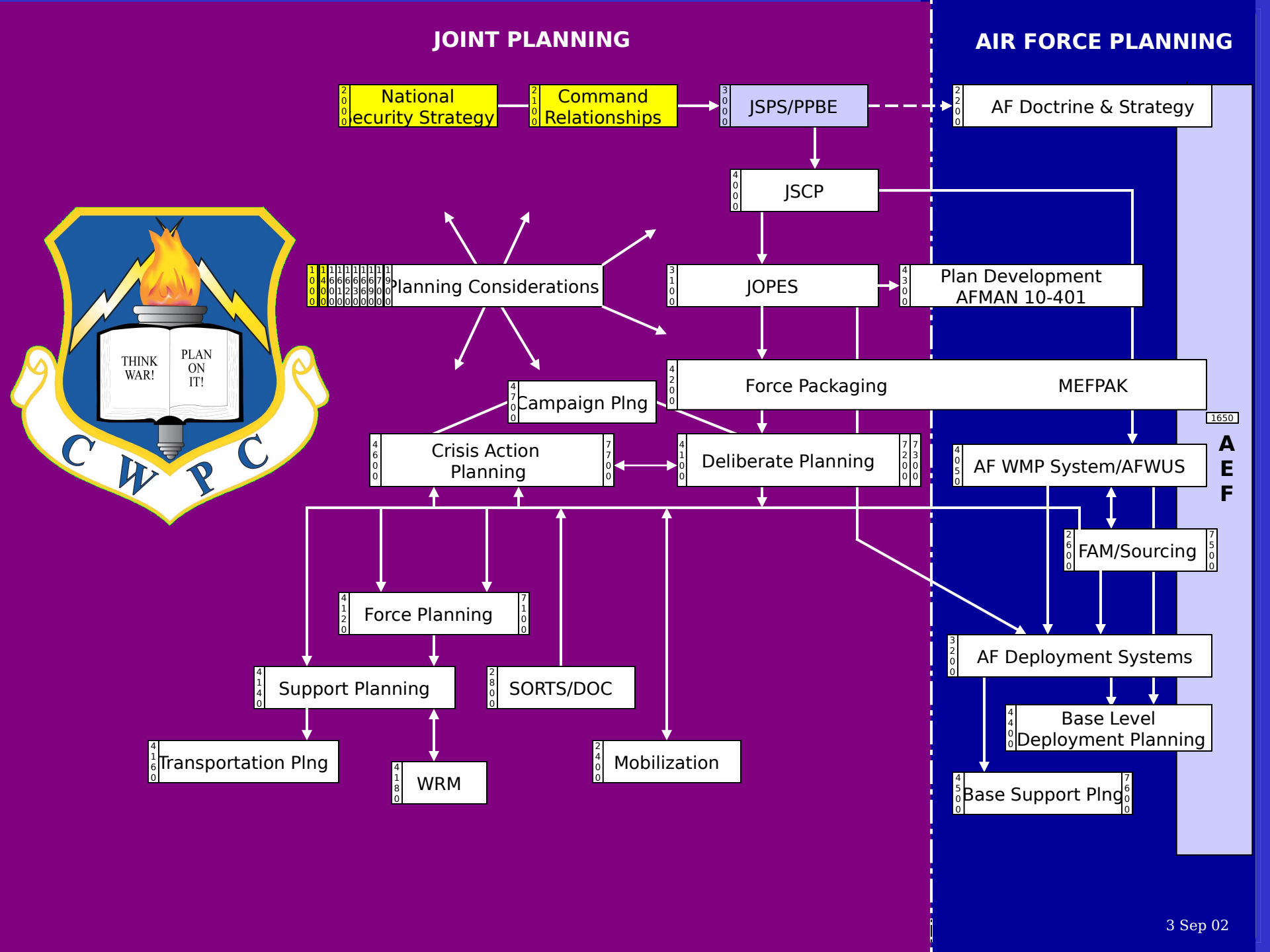
JSPS/PPBE
IP-3000


JOINT PLANNING
AIR FORCE PLANNING
2000 National ecurity Strategy
2100 Command Relationships
3000 JSPS/PPBE
2200 AF Doctrine & Strategy
4000 JSCP
1000 1146600000 Planning Considerations
3100 JOPES
4300 Plan Development AFMAN 10-401
4200 Force Packaging
MEFPAK
4700 Campaign Plng
1650
AEF
4600 Crisis Action Planning 7700
4100 Deliberate Planning 7200 7300
4050 AF WMP System/AFWUS
2600 FAM/Sourcing 7500
4120 Force Planning 7100
3200 AF Deployment Systems
4140 Support Planning
2800 SORTS/DOC
4400 Base Level Deployment Planning
4160 Transportation Plng
4180 WRM
2400 Mobilization
4500 Base Support Plng 7600
THINK WAR!
PLAN ON IT!
C W P C
3 Sep 02

Lesson Objective:

For each student to be able to describe the elements and functions of the JSPS and PPBE, and how they support the national security objectives and strategy.

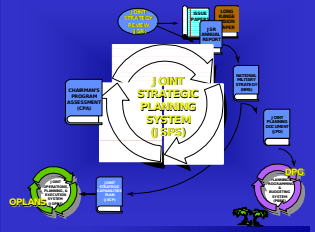
SOBs

- How JSPS and PPBE support national objectives and strategy
- State the definition of the Joint Strategic Planning System (JSPS)
- Describe the five products of JSPS
- State the definition of the Planning, Programming, Budgeting & Execution (PPBE) process
- State the objective of the three phases of PPBE

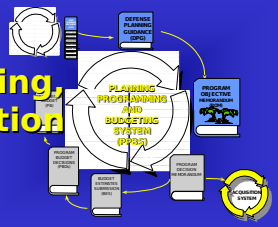
MILITARY PLANNING

FORCE PLANNING

JOINT OPERATION PLANNING



Joint Strategic Planning System (JSPS)



Planning, Programming, Budgeting, & Execution (PPBE) Process

IP-4100
Deliberate Planning

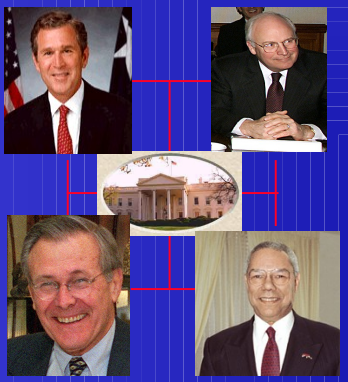
SYSTEMS

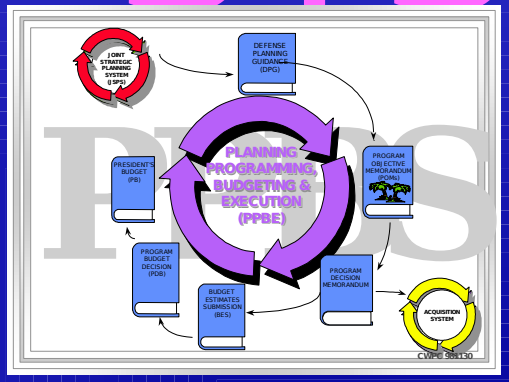
National Security Council System NSCS

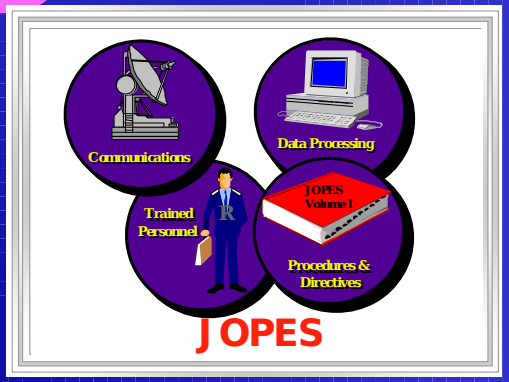
Planning, Programming, Budgeting & Execution process PPBE

Joint Strategic Planning System JSPS

Joint Operation Planning & Execution System JOPES







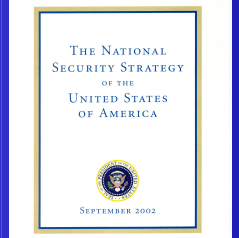
Defeat global terrorism; Prevent attacks against the US and its allies

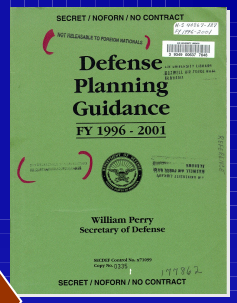
Dissuade Adversaries; Deter Aggression; Defeat enemies

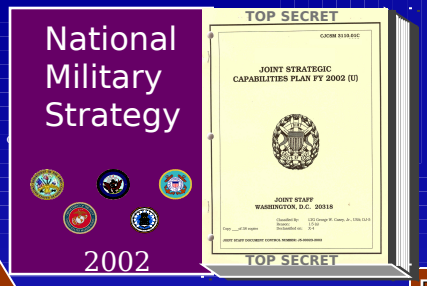
Military Strategy

"Develop Plans"

"Military Capability"




SECRET / NOFORN / NO CONTRACT
Defense Planning Guidance
FY 1996 - 2001
William Perry
Secretary of Defense
SECRET / NOFORN / NO CONTRACT



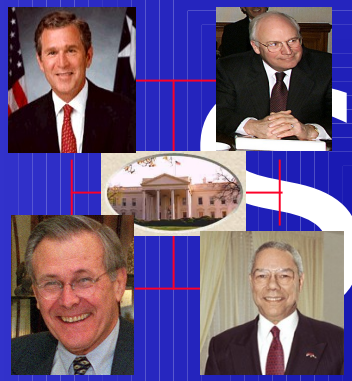
Enhance Global Security

Ensure US Security

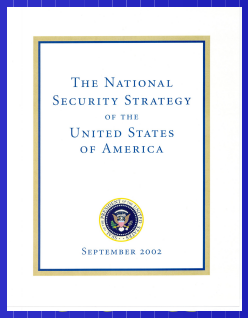
Develop Plans

"TRANSLATE NATIONAL OBJECTIVES INTO MILITARY CAPABILITIES"

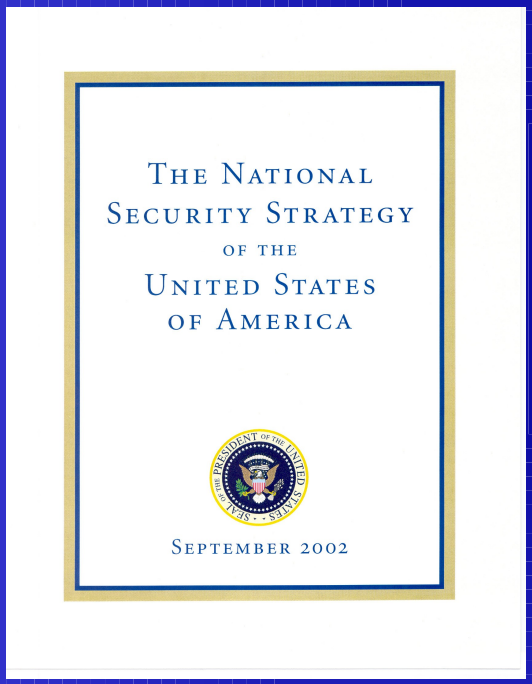
National Security Council System NSCS



SYSTEMS



National Securit Strategy es



To achieve these goals, the United States wi

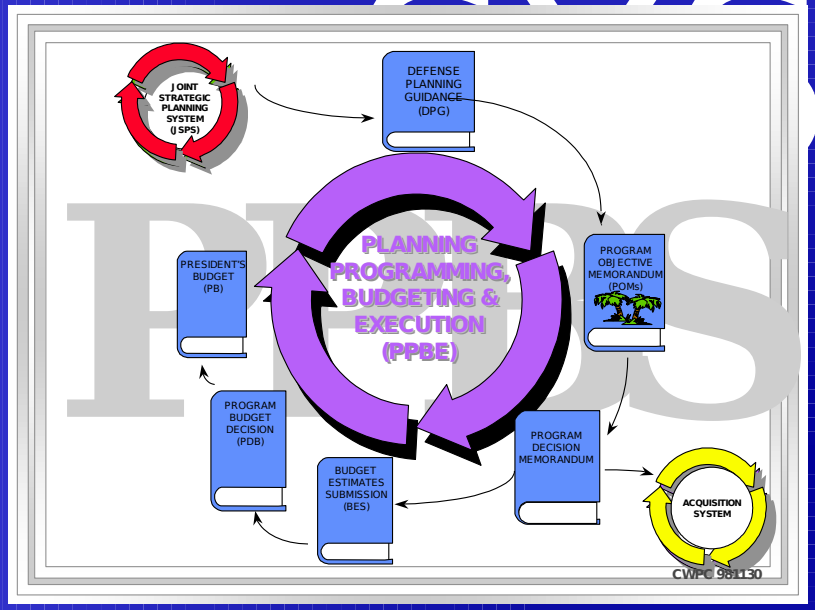
- Strengthen alliances to defeat global terro and prevent attacks against us and our frie

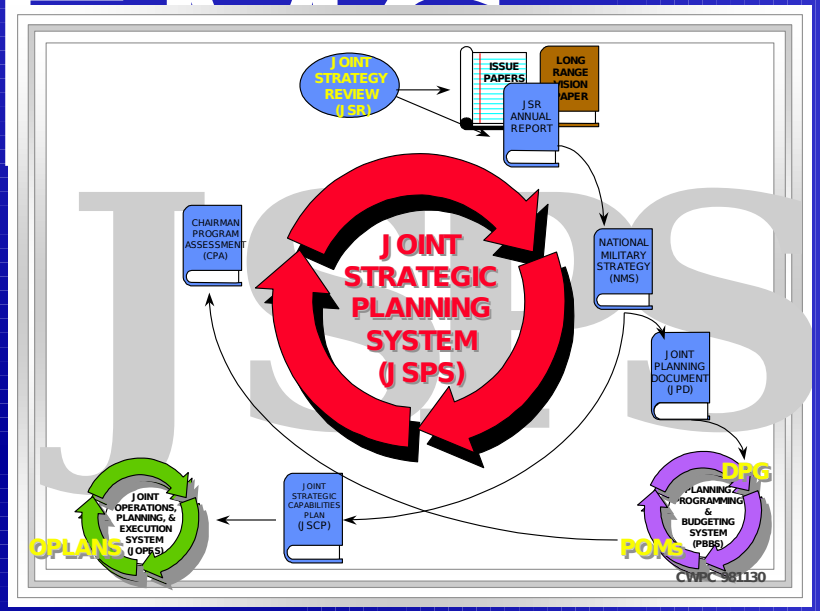
- Work with others to defuse regional conflic

- Prevent our enemies from threatening us, our allies, and our friends with WMD

Planning, Programming, Budgeting, and Execution process PPBE

Joint Strategic Planning System JSPS

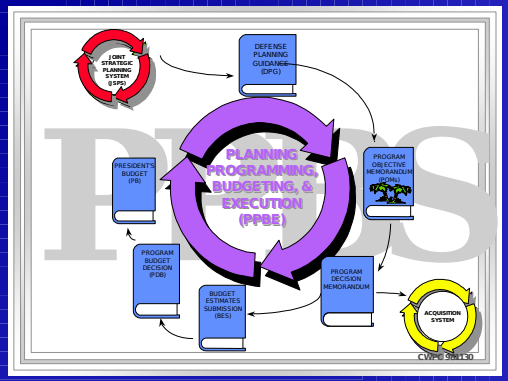




Together, these players, systems, and processes …

Chairman, Joint Chiefs of Staff
General Myers

Secretary of Defense
Mr. Donald Rumsfeld



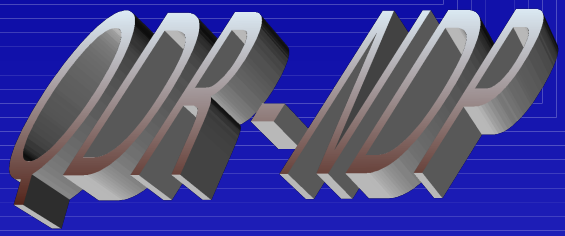
..provide the combatant commanders with the best mix of forces, equipment, and support attainable within resource constraints.

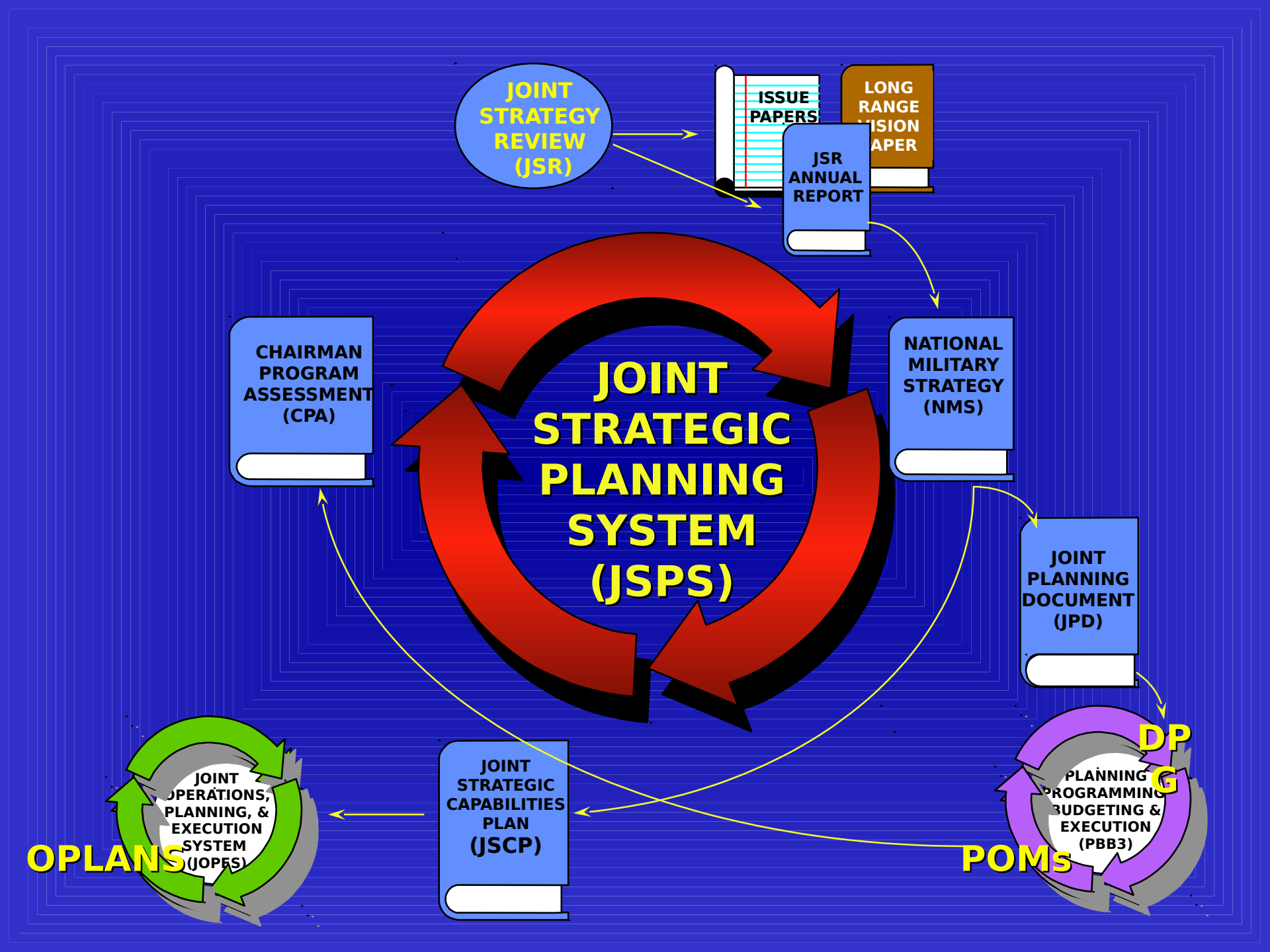
Capabilities

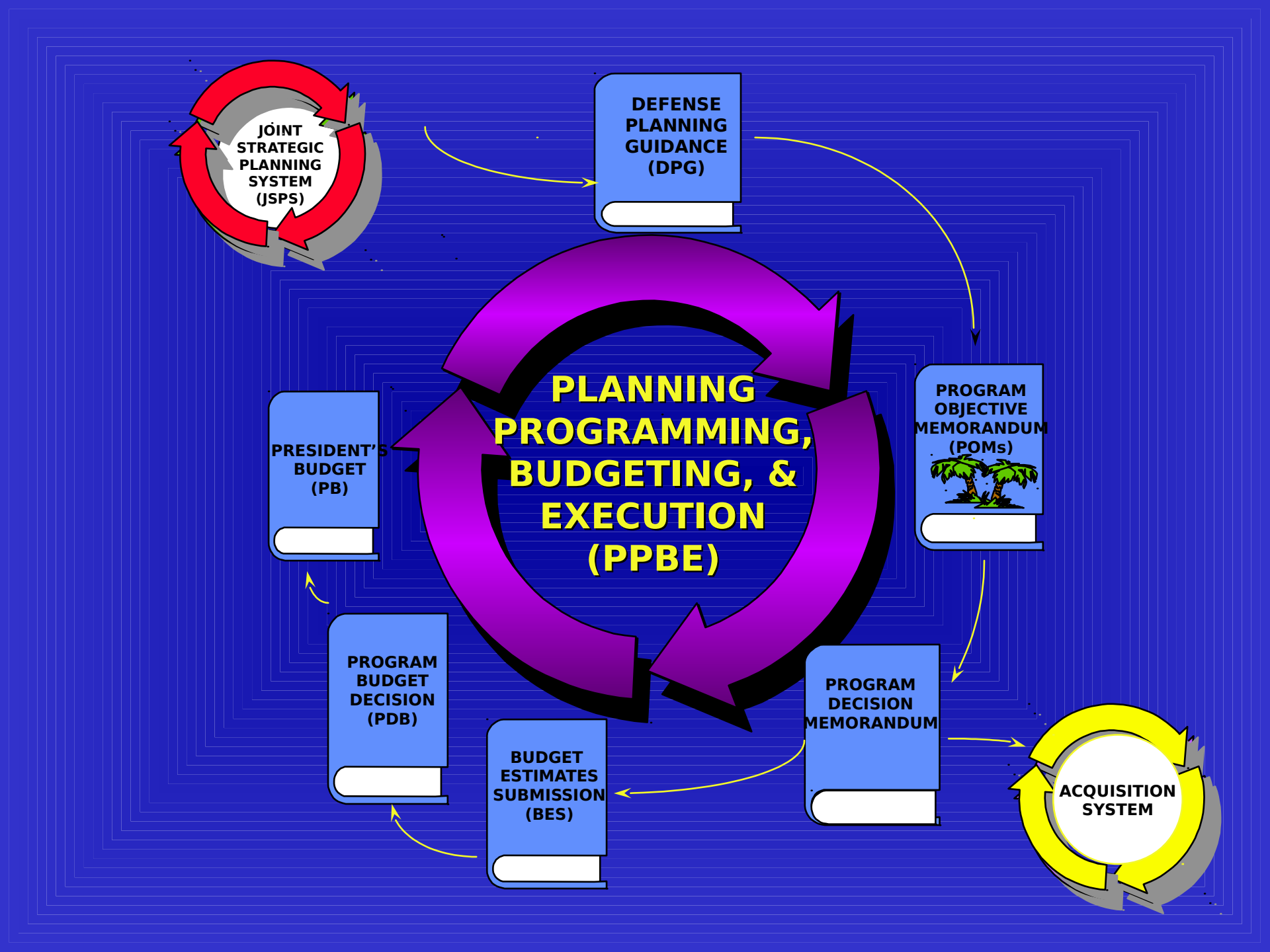
BUDGET

Where to start…

Threats




JOINT STRATEGY REVIEW (JSR)
ISSUE PAPERS
LONG RANGE VISION PAPER
JSR ANNUAL REPORT
CHAIRMAN PROGRAM ASSESSMENT (CPA)
JOINT STRATEGIC PLANNING SYSTEM (JSPS)
NATIONAL MILITARY STRATEGY (NMS)
JOINT PLANNING DOCUMENT (JPD)
DP
G
PLANNING PROGRAMMING BUDGETING & EXECUTION (PBB3)
POMs
JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
OPLANS


JOINT STRATEGIC PLANNING SYSTEM (JSPS)
DEFENSE PLANNING GUIDANCE (DPG)
PROGRAM OBJECTIVE MEMORANDUM (POMs)
PROGRAM DECISION MEMORANDUM
BUDGET ESTIMATES SUBMISSION (BES)
PROGRAM BUDGET DECISION (PDB)
PRESIDENT'S BUDGET (PB)
PLANNING PROGRAMMING, BUDGETING, & EXECUTION (PPBE)
ACQUISITION SYSTEM

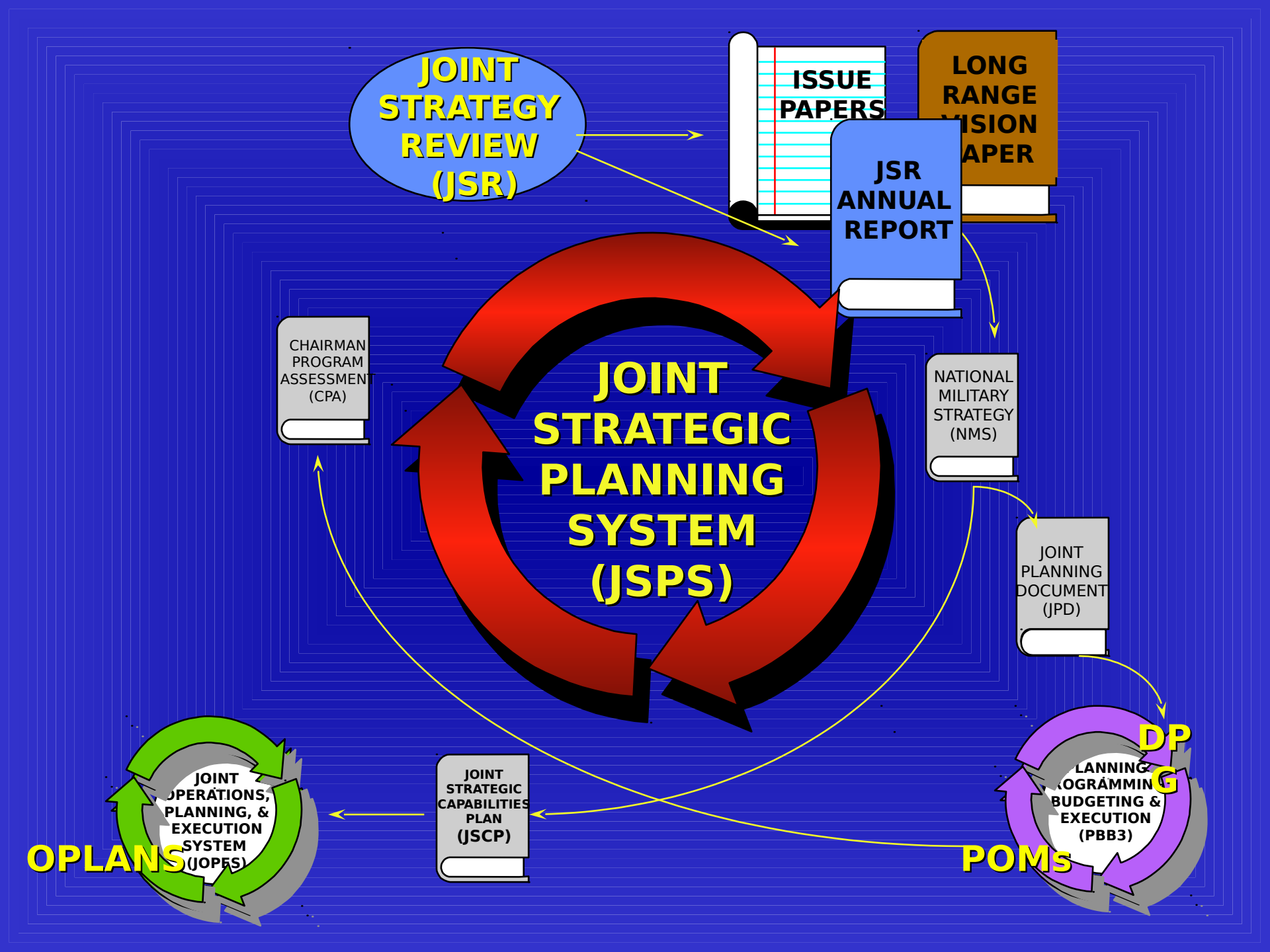
JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

- JSPS is the formal means for the CJCS to carry out his statutory responsib
  give strategic plans and direction to the Armed Forces of the United Stat
  advice and assistance to the SecDef.

PURPOSE:

- Interacts with other DOD systems.
- Provides means for CJCS to:
  - -- review National security environment
  - -- evaluate the threat
  - -- assess current strategy
  - -- propose military strategy, programs, and forces to achieve nationa
  - -- direct development of strategic plans
  - -- review existing or proposed programs and budgets
  - -- evaluate capabilities and assess the program and budget -- propos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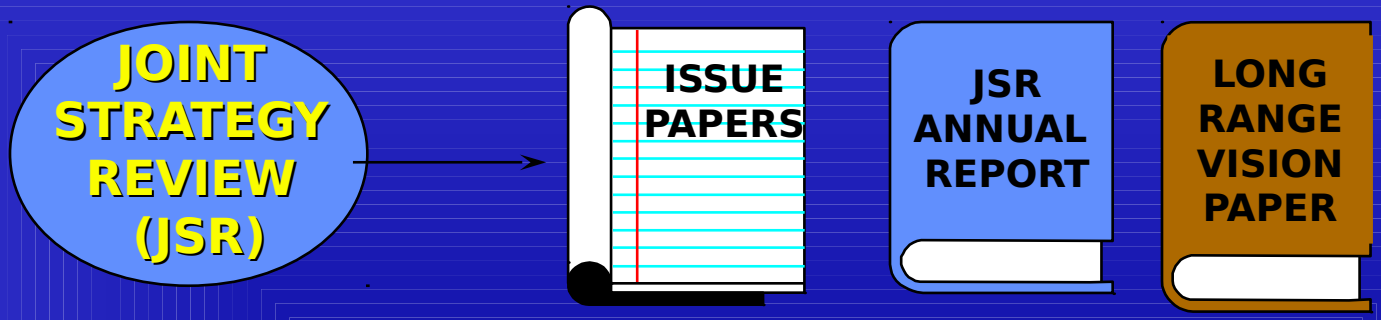
DP
G
POMs
PLANNING PROGRAMMING BUDGETING & EXECUTION (PBB3)
JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
OPLANS
JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)

JOINT STRATEGY REVIEW (JSR)

Purpose:

- Continuous process within the JSPS to assess near-term and long-term strategic environment to determine if revisions are needed in the NMS, the Joint Strategic Capabilities Plan (JSCP) or the Joint Planning Document (JPD).

The JSR may produce three products:



Definition: - The JSR is a continuous process within the JSPS to assess near-term and long-term strategic environment to det if revisions are needed in the NMS, the Joint Strategic Capabi Plan (JSCP) or the Joint Planning Document (JPD).

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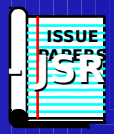
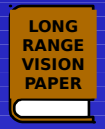
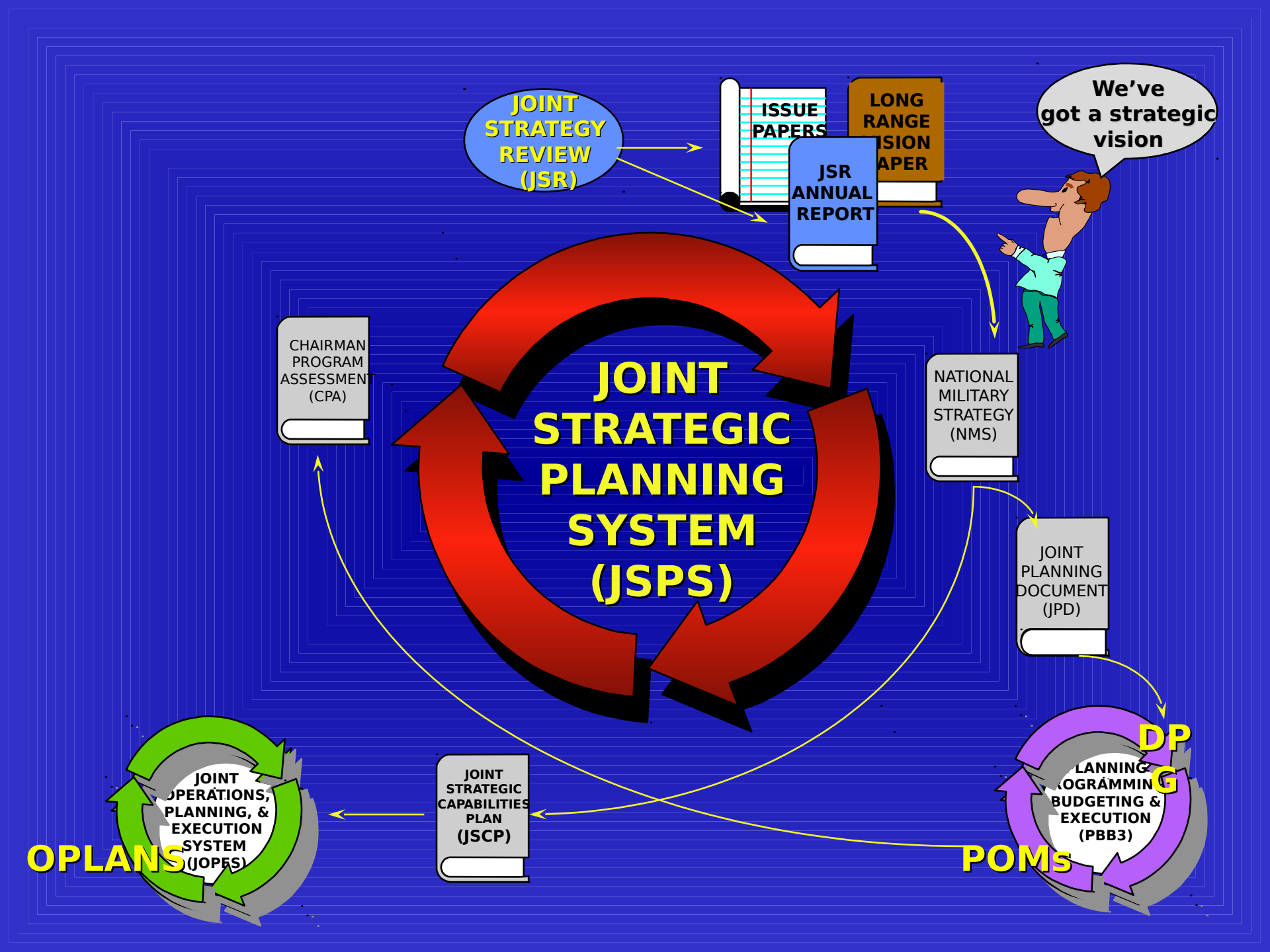


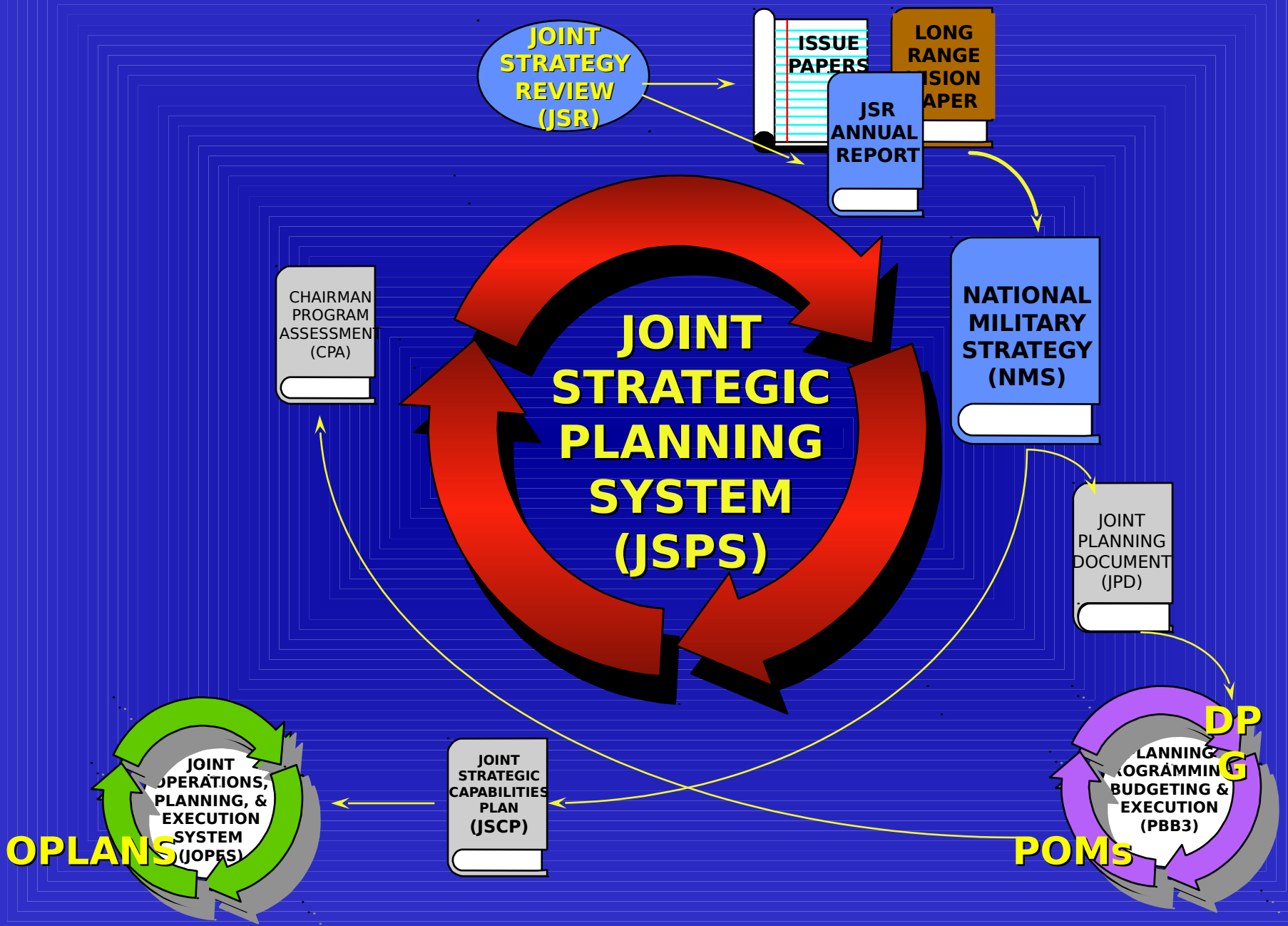
- ISSUE PAPERS: Published when appropriate when changes in strategic environment warrant senior leadership review.

- ANNUAL REPORT: Published each July; summarizes issues studied over past year and recommends and changes to the NMS



- LONG-RANGE VISION PAPER (JV 2020): Helps determine future (20 year national security needs and implications of fut environments on the NMS.


JOINT STRATEGY REVIEW (JSR)
ISSUE PAPERS
LONG RANGE VISION PAPER
JSR ANNUAL REPORT
We've got a strategic vision
CHAIRMAN PROGRAM ASSESSMENT (CPA)
JOINT STRATEGIC PLANNING SYSTEM (JSPS)
NATIONAL MILITARY STRATEGY (NMS)
JOINT PLANNING DOCUMENT (JPD)
JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
OPLANS
PLANNING PROGRAMMING BUDGETING & EXECUTION (PBB3)
DPG
POMs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PERATIONS,
PLANNING, &
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SYSTEM
(JOPES)
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LANNING
ROGRAMMIN
BUDGETING &
EXECUTION
(PBB3)
POMs

NATIONAL MILITARY STRATEGY (NMS)

NATIONAL MILITARY STRATEGY (NMS)

Definition:

- Derived from the security policy stated in the President's Nat
  Security Strategy, and influenced by the JSR, the CJCS develop
  national military strategy to define military objectives

Scope:

- Meets CJCS's statutory responsibility to assist the SecDef in providing for the s
  direction of the Armed Forces and to prepare strategic plans.

- Consists of:
  - Description of strategic landscape (from JSR)
  - Discussion of national military objectives.
  - Ways to achieve national military objectives.
  - Military capabilities (force posture and size) needed to achieve the str

NATIONAL MILITARY STRATEGY (NMS)

"Protect - Prevent - Prevail"

Definition:

- Derived from the security policy stated in the President's Nat
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  national military strategy to define military objectives

Scope:

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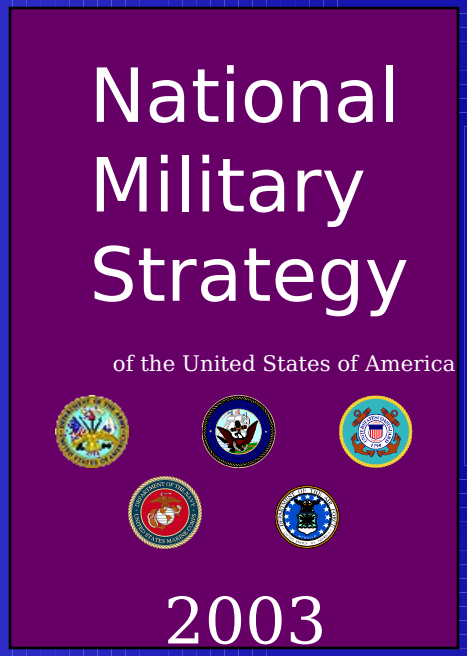
National Military Objectives



Defend…us homeland

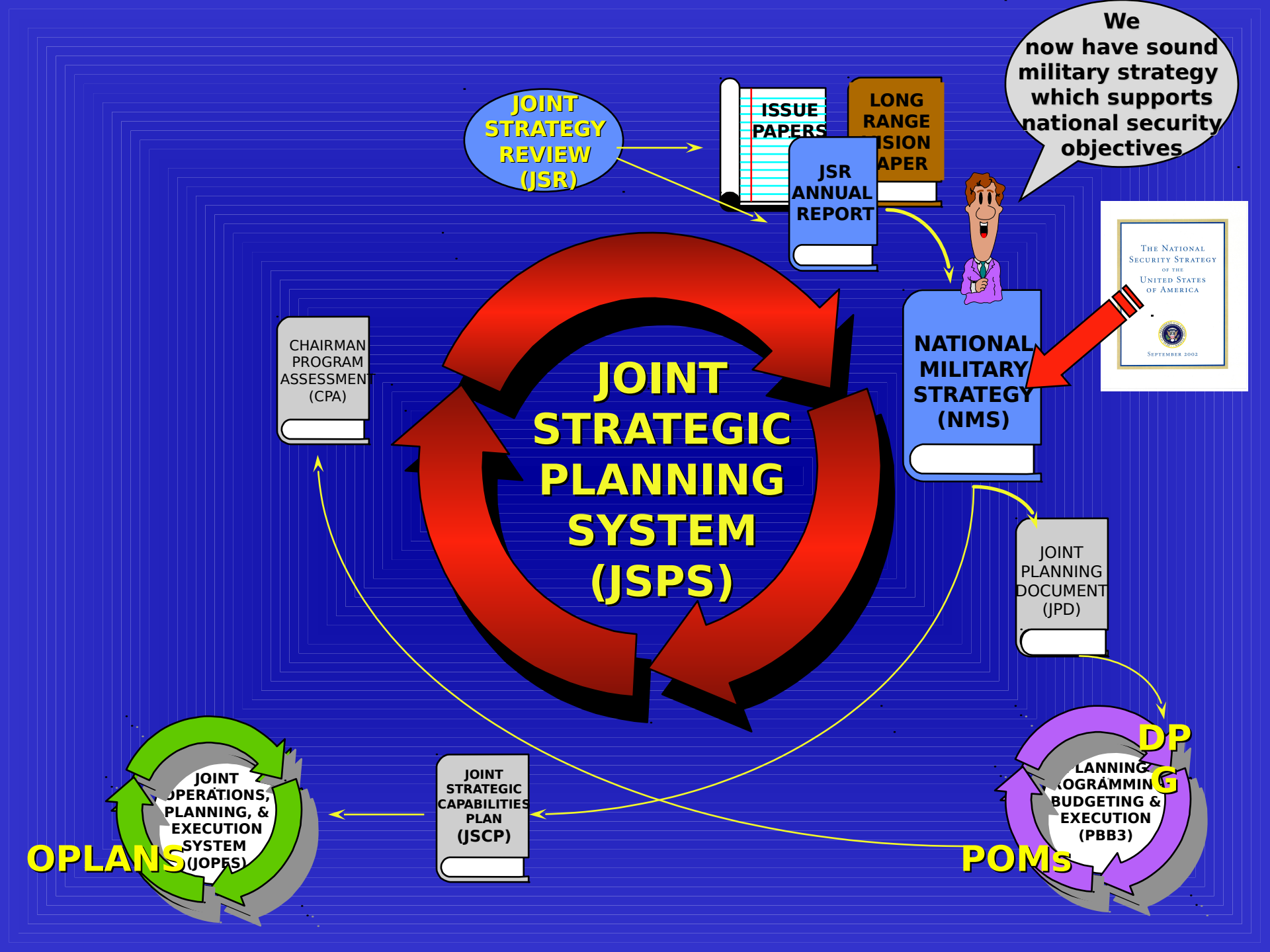
Promote… security and deter aggression

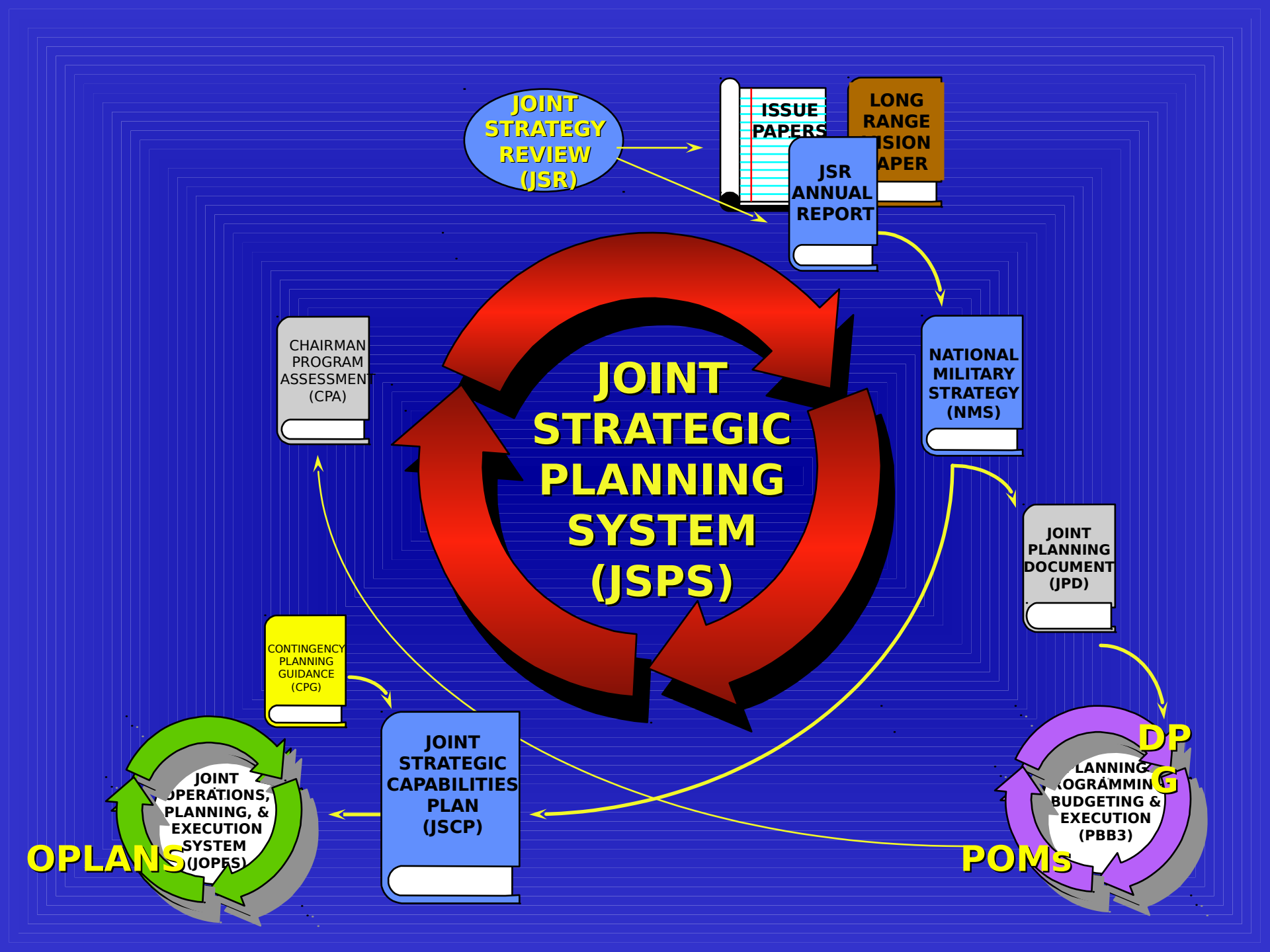
Win… the Nation's wars

Ensure… military superiority

Derived from national security objectives for:

"Peaceful Relations with other States"


JOINT STRATEGY REVIEW (JSR)
ISSUE PAPERS
LONG RANGE VISION PAPER
JSR ANNUAL REPORT
We now have sound military strategy which supports national security objectives
THE NATIONAL SECURITY STRATEGY OF THE UNITED STATES OF AMERICA
SEPTEMBER 2002
NATIONAL MILITARY STRATEGY (NMS)
CHAIRMAN PROGRAM ASSESSMENT (CPA)
JOINT STRATEGIC PLANNING SYSTEM (JSPS)
JOINT PLANNING DOCUMENT (JPD)
JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
OPLANS
PLANNING PROGRAMMING BUDGETING & EXECUTION (PBB3)
DPG
POMs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LANNING
ROGRAMMIN
BUDGETING &
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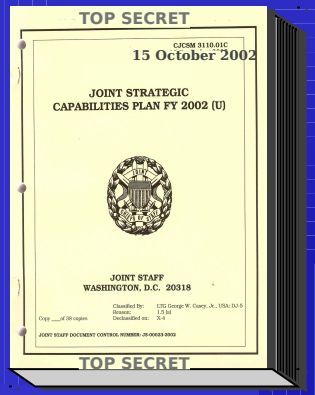
POMs



JOINT STRATEGIC CAPABILITIES PLAN (JSCP) (CJCSI 3110.01C)

Definition:

- **Provides guidance to the Combatant Commanders and Service assigns planning tasks, and apportions forces to accomplish n based on current military capabilities.**

  -- **Principal vehicle by which the Combatant Commanders a tasked to develop OPLANs, CONPLANs, and Functional Pl for regional contingencies.**

  -- **Supports and implements the NMS.**

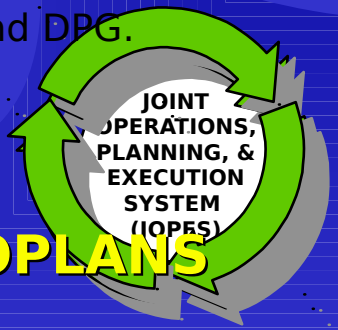
JOINT STRATEGIC CAPABILITIES PLAN (JSCP) (CJCSI 3110.01C)

CONTINGENCY PLANNING GUIDANCE (CPG)

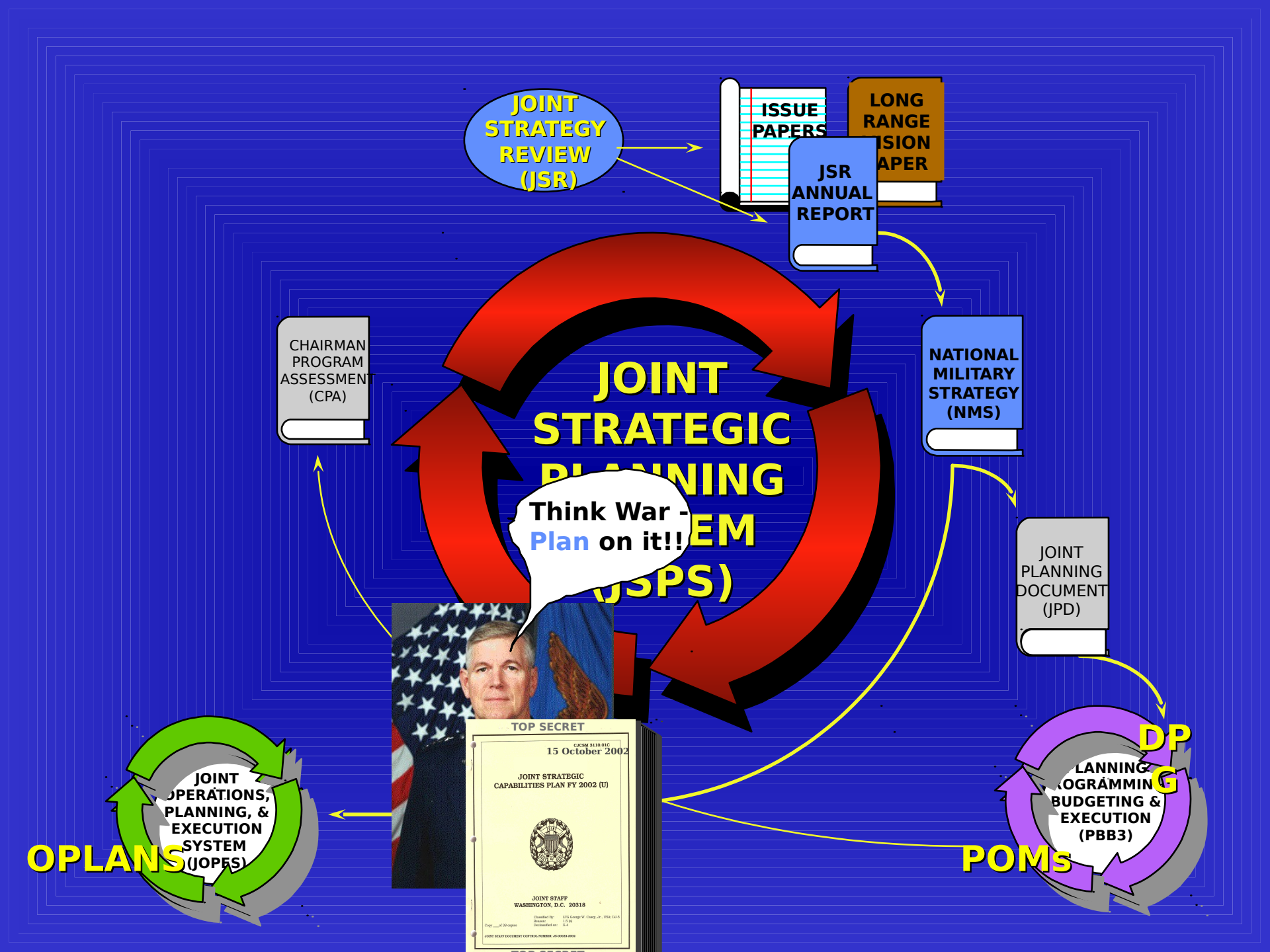
NATIONAL MILITARY STRATEGY (NMS)

JOINT STRATEGIC CAPABILITIES PLAN (JSCP)

SECDEF's annual report to CJCS providing guidance for contingency planning. Draws on NMS and DPG.



OPLANS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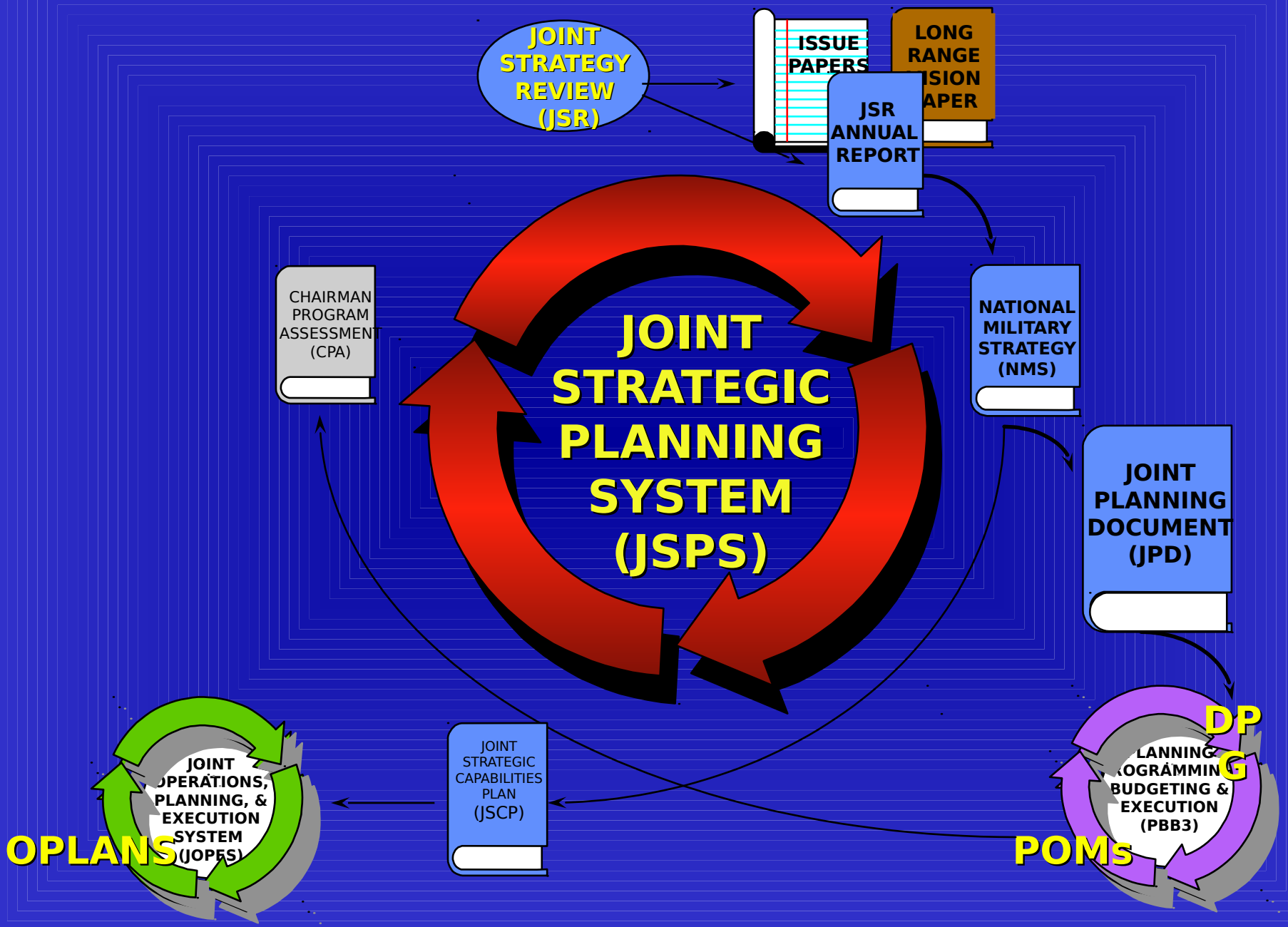
CHAIRMAN PROGRAM ASSESSMENT (CPA)
JOINT STRATEGIC
NING
EM
(JSPS)
NATIONAL MILITARY STRATEGY (NMS)
JOINT PLANNING DOCUMENT (JPD)
Think War - Plan on it!!
TOP SECRET
CJCSM 3110.01C
15 October 2002
JOINT STRATEGIC CAPABILITIES PLAN FY 2002 (U)
JOINT STAFF
WASHINGTON, D.C. 20318
JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
OPLANS
DP
G
PLANNING PROGRAMMING BUDGETING & EXECUTION (PBB3)
POMs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JOINT STRATEGIC CAPABILITIES PLAN (JSCP)
JOINT PERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
OPLANS
LANNING
ROGRAMMIN
BUDGETING & EXECUTION (PBB3)
POMs

JOINT PLANNING DOCUMENT (JPD)

JOINT PLANNING DOCUMENT (JPD)

DEFINITION:

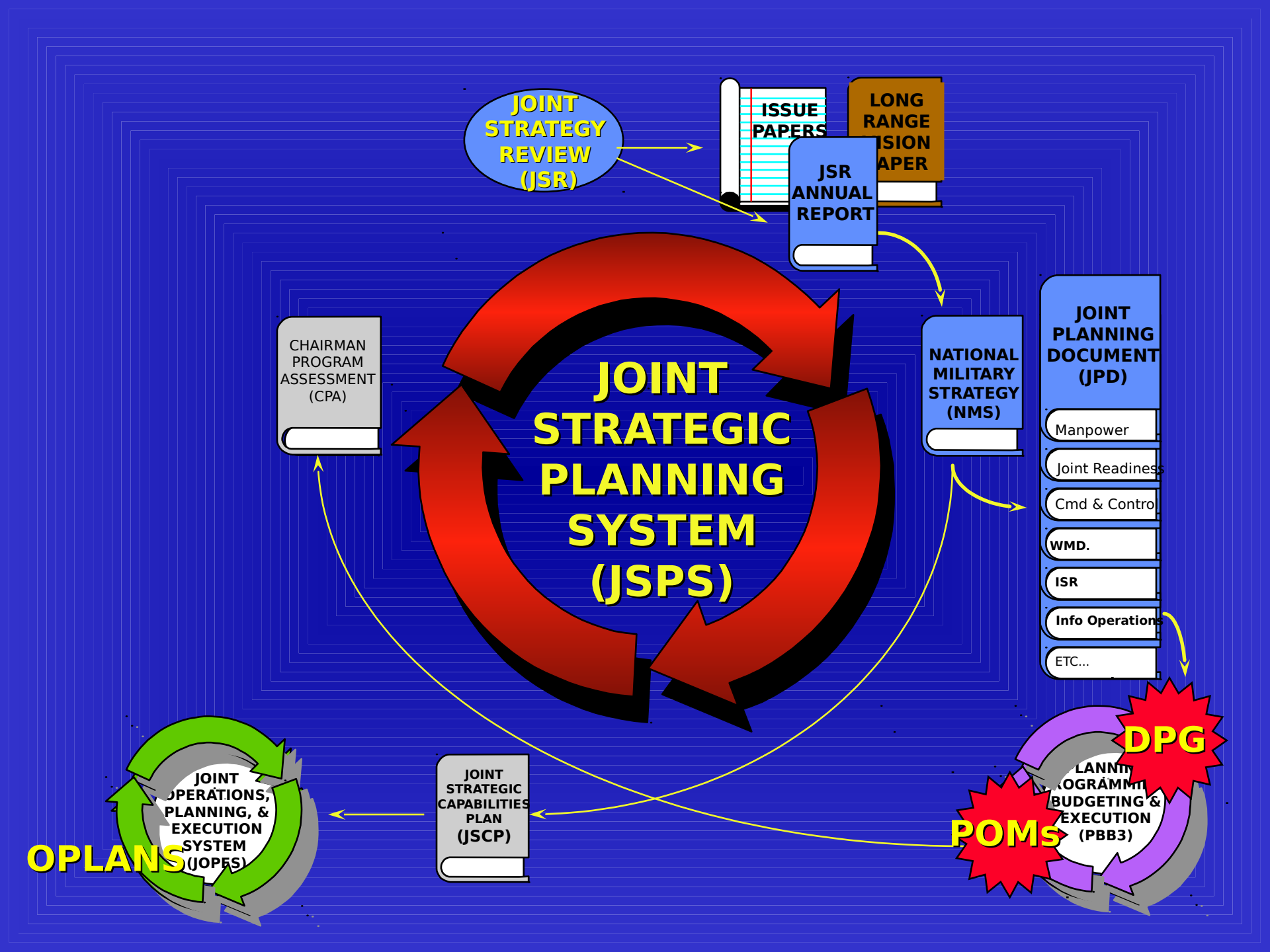
- Multi-part JPD reflects the Chairman's planning guidance and recommendations to the SecDef, based on the JSR, NMS, and

-- It's intended to furnish insight on CJCS priorities in development of FYDP.

-- Represents the earliest formal, authoritative planning a programmatic advice from the Chairman to the SecDe

-- JPDs are published as stand-alone documents addressin specific functional areas.

-- Information used to develop the SecDef's Defense Plan Guidance (DPG) in the PPBE.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JSR ANNUAL REPORT
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Joint Readiness
Cmd & Contro
WMD.
ISR
Info Operations
ETC...
DPG
POMs
BUDGETING &
EXECUTION
(PBB3)
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PLANNING, &
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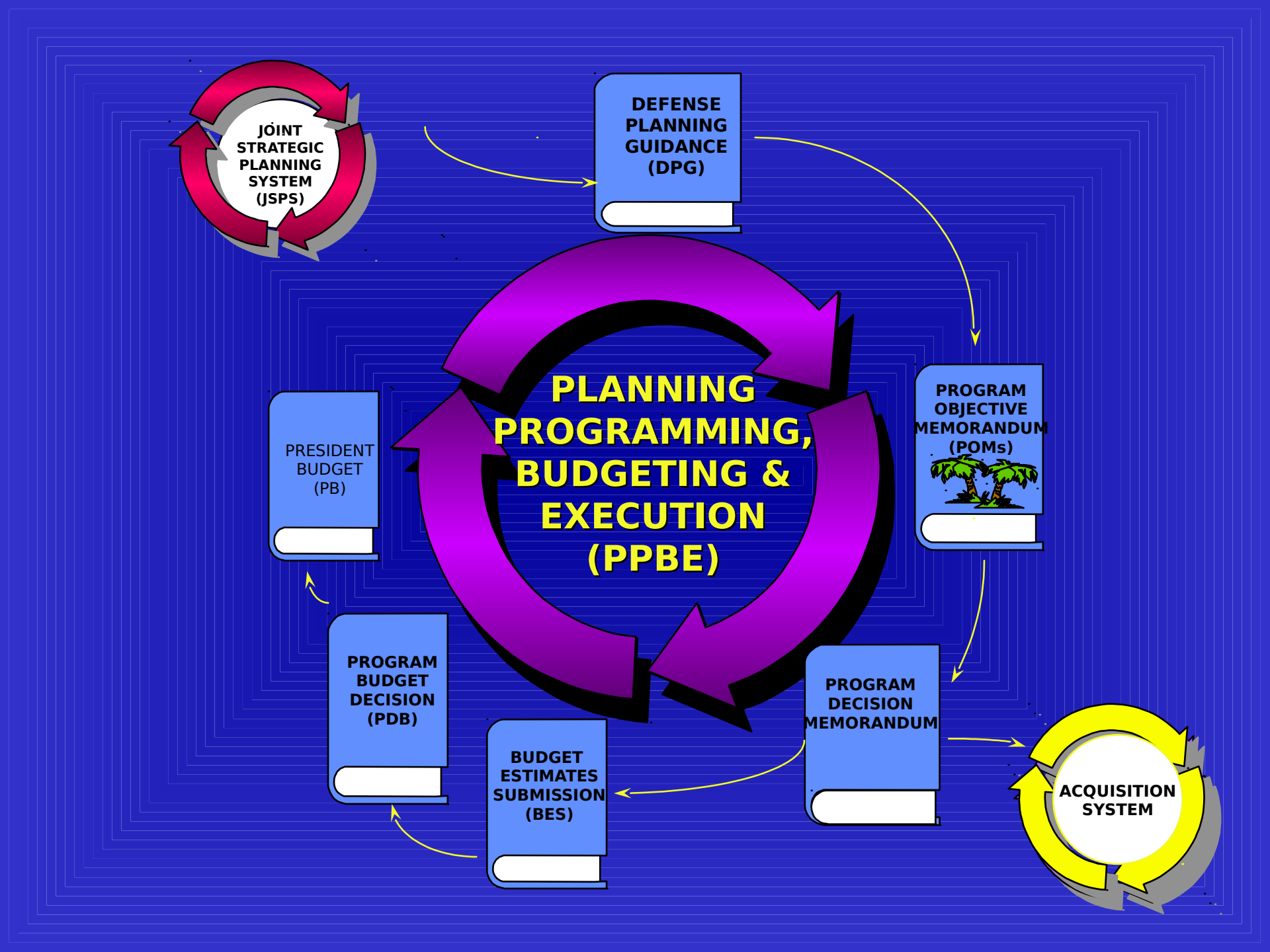
SYSTEM
(JOPES)
OPLANS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PROGRAM DECISION MEMORANDUM
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BUDGET ESTIMATES SUBMISSION (BES)
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PRESIDENT BUDGET (PB)
PLANNING PROGRAMMING, BUDGETING & EXECUTION (PPBE)

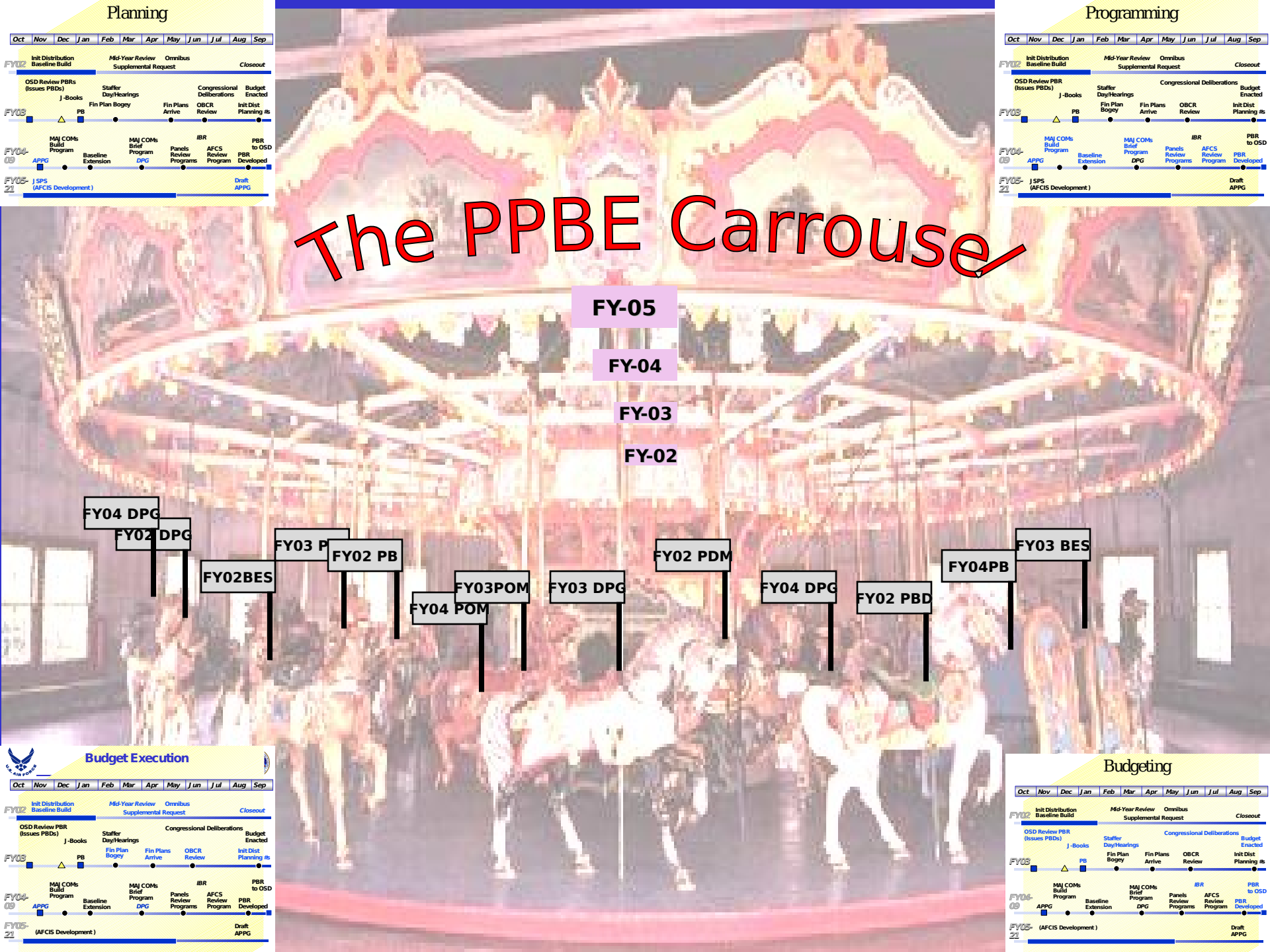
PLANNING, PROGRAMMING, BUDGETING & EXECUTION (PPBE) PROCESS

DEFINITION:

- DoD resource allocation process, controlled by the SecDef, us to establish, maintain, and revise the FYDP and DoD portion o President's Budget.

PURPOSE:

Objective of the PPBE is to provide the Combatant Commande with the best mix of forces, equipment, and support attainab resource constraints


Planning
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
FY02 Init Distribution Baseline Build
Mid-Year Review
Omnibus Supplemental Request
Closeout
OSD Review PBRs (Issues PBDs)
J-Books
Staffer Day/Hearings
Fin Plan Bogey
Congressional Deliberations
Budget Enacted
FY03 PB
Fin Plans Arrive
OBCR Review
Init Dist Planning #s
FY04-09 APPG
MAJ COMs Build Program
Baseline Extension
MAJ COMs Brief Program
DPG
Panels Review Programs
IBR
AFCS Review Program
PBR Developed
PBR to OSD
FY05-21 JSPS (AFCIS Development)
Draft APPG
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FY04 DPG
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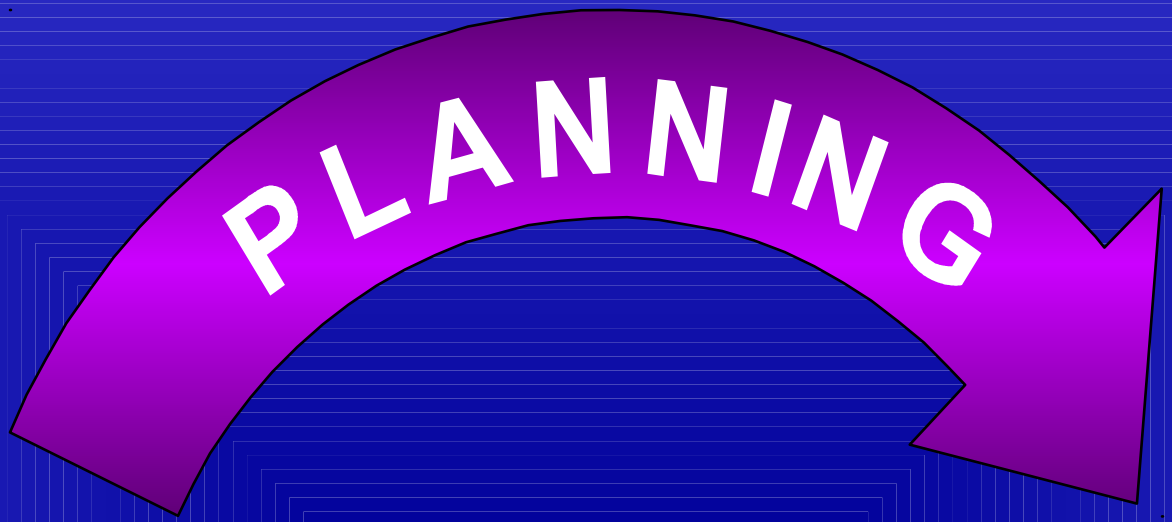
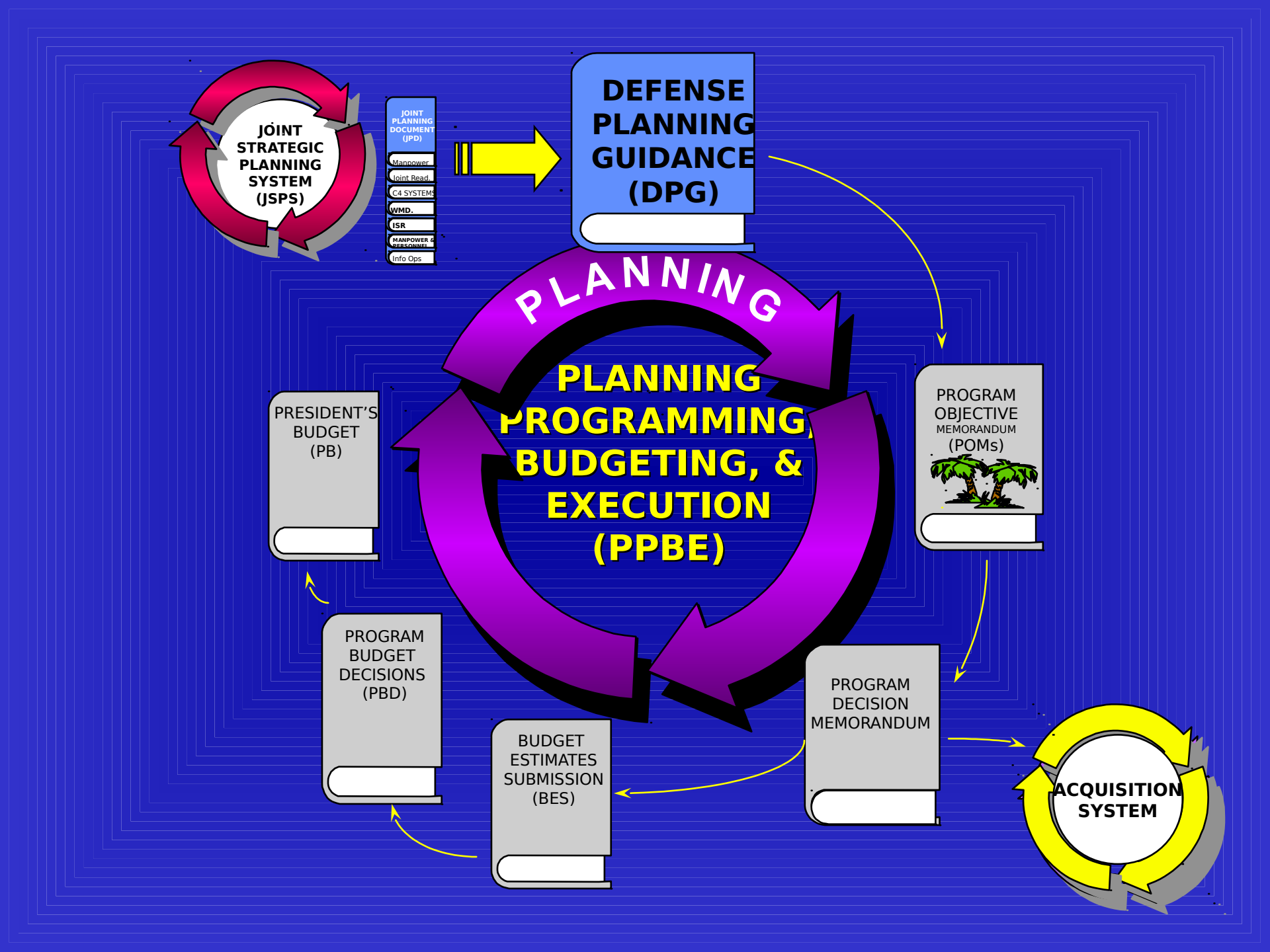


Objective:

- Identify the threats to national security
- Develop strategy to meet national objec
- Determine total forces to carry out strat and counter threat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JOINT PLANNING DOCUMENT (JPD)
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DEFENSE PLANNING GUIDANCE (DPG)

DEFENSE PLANNING GUIDANCE (DPG)

DEFINITION:

- The DPG issues guidance from the SecDef to the MilDeps for development of the MilDep's Program Objective Memorandum

  -- Contains major planning issues, decisions, strategy, and policy.

  -- Fiscally constrained

  -- Major link between the JSPS and PPBE

  -- Ends the "planning cycle."

Note: The DPG may be replaced with the Strategic Planning Guida and the Joint Planning Guidance (JPG)

FY-04 DPG Example

Most of the DPG is classified

Guidance can be fairly specific

- (U) Giving priority to investments that have the greatest and most immediate return on improving quality of life for service members and their families.

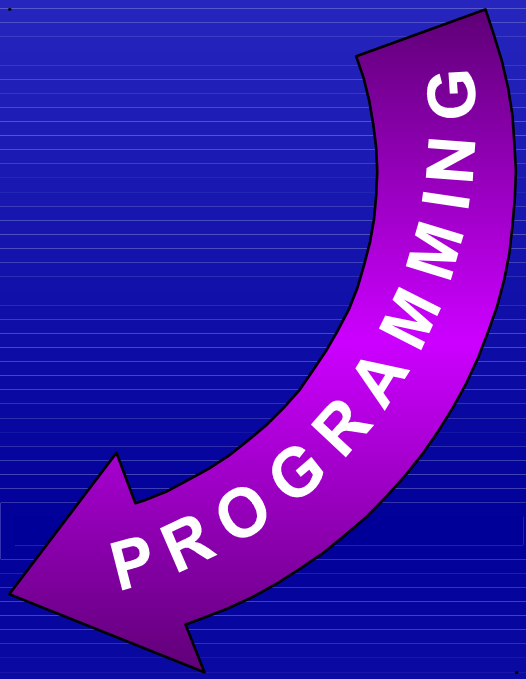
(U) To accomplish these objectives it will be necessary to take more risk on restoration and modernization of facilities that are less critical to early generation of combat power.

- (U) BRAC. The Military Departments will plan and program analytic resources to support the 2005 BRAC round and establish a methodology to reinvest savings into funding implementation.

- (U) Facilities Sustainment, Restoration and Modernization. By September 1, 2002, the USD(AT&L) will lead a DoD-wide process to define a common standard for facility recapitalization that includes the impact of both recapitalization and sustainment. By FY2007, Components will achieve a 67-year recapitalization rate using that metric. Components will target this recapitalization investment with the goal of restoring the readiness of existing facilities to at least C-2 status, on average, by the end of FY2010. Restoration efforts, when combined with normal service-life-based modernization investments, may temporarily drive the overall recapitalization rate below 67 years.

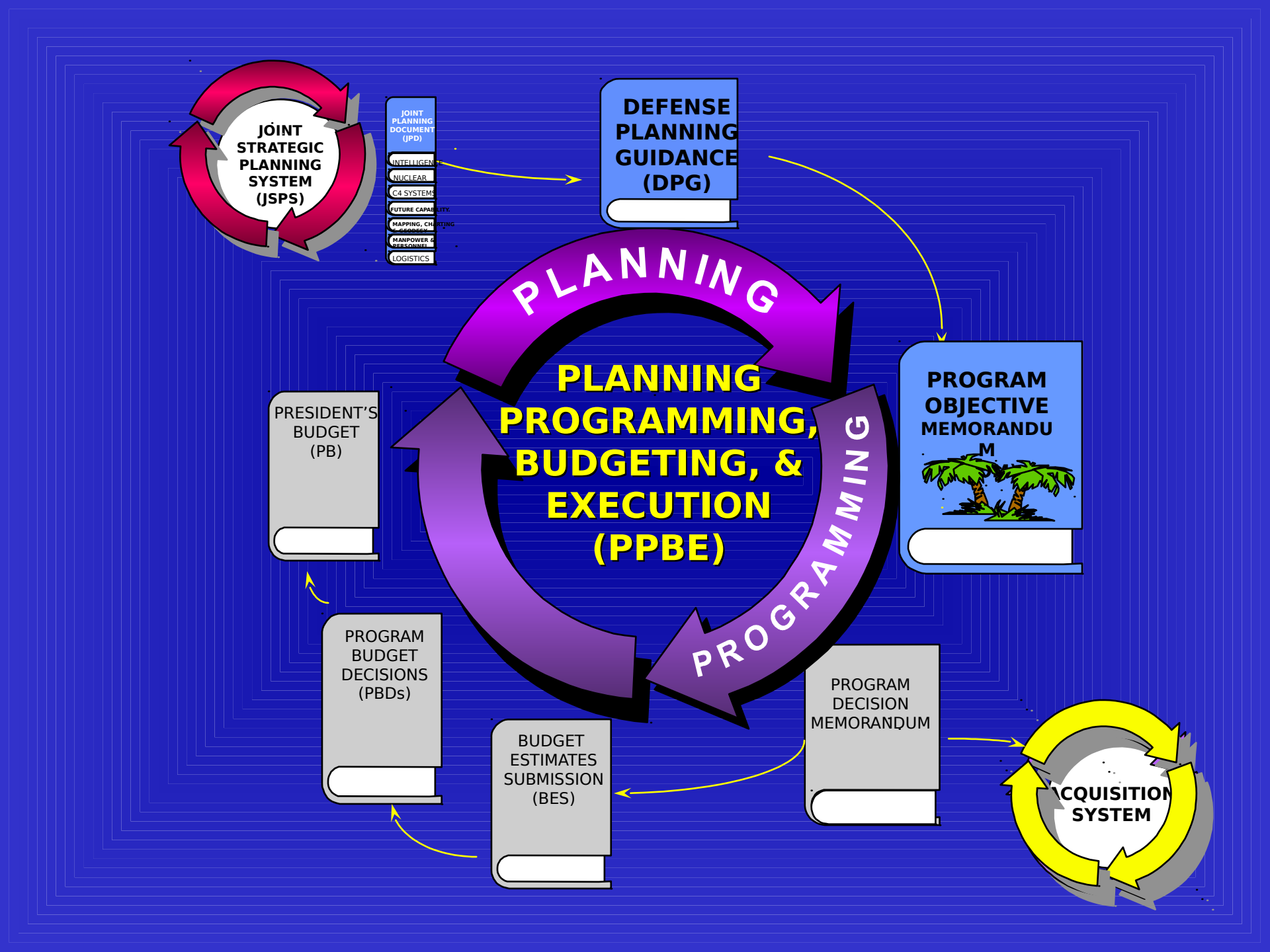
  - (U) Concentrate restoration and modernization funding in advance of BRAC on C-3 and C-4 facilities most critical to early generation of combat power in support of the warfighter. For these and all other facilities, fund sustainment throughout the FYDP to the benchmarks defined by the standard DoD Facilities Sustainment Model.

- (U) Chemical Demilitarization. The USD(AT&L), in collaboration with the Army, will prepare alternatives to be considered in the Program/Budget Review for acceleration of the Chemical Demilitarization process for obsolete stocks.



OBJECTIVE:

Structure the resources (combat and supp
forces) to achieve the National Objectives
stated in the DPG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ACQUISITION SYSTEM

PROGRAM OBJECTIVE MEMORANDUM (POM)

PROGRAM OBJECTIVE MEMORANDUM (POM)

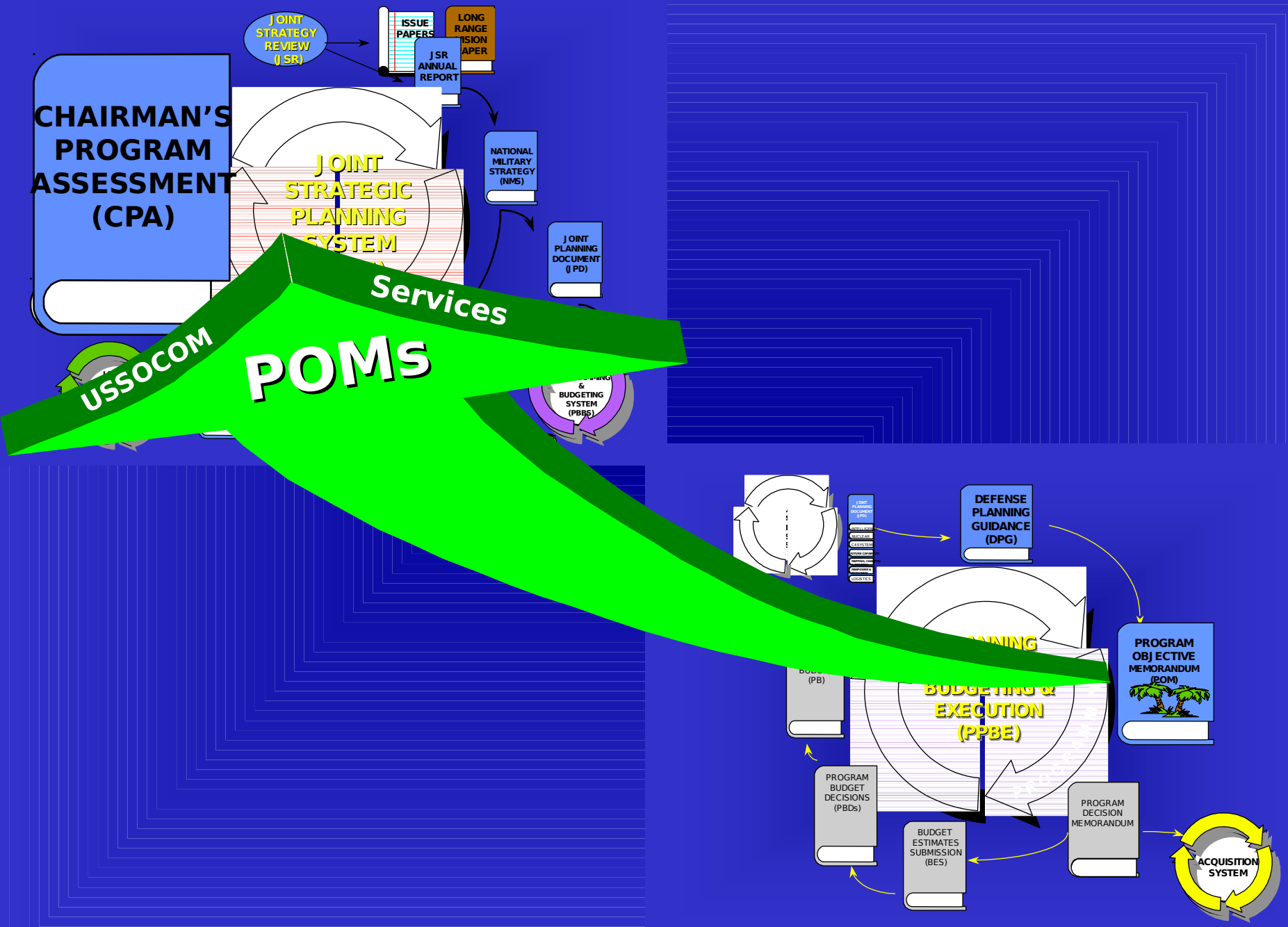
DEFINITION:

- The POM expresses total Services' program requirements cove in the DPG

  -- Based on strategic concepts and guidance in the DPG

  -- They identify major issues that must be resolved

  -- Include annexes to show how POM reflects the Combatan Commanders' needs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CHAIRMAN'S PROGRAM ASSESSMENT (CPA)

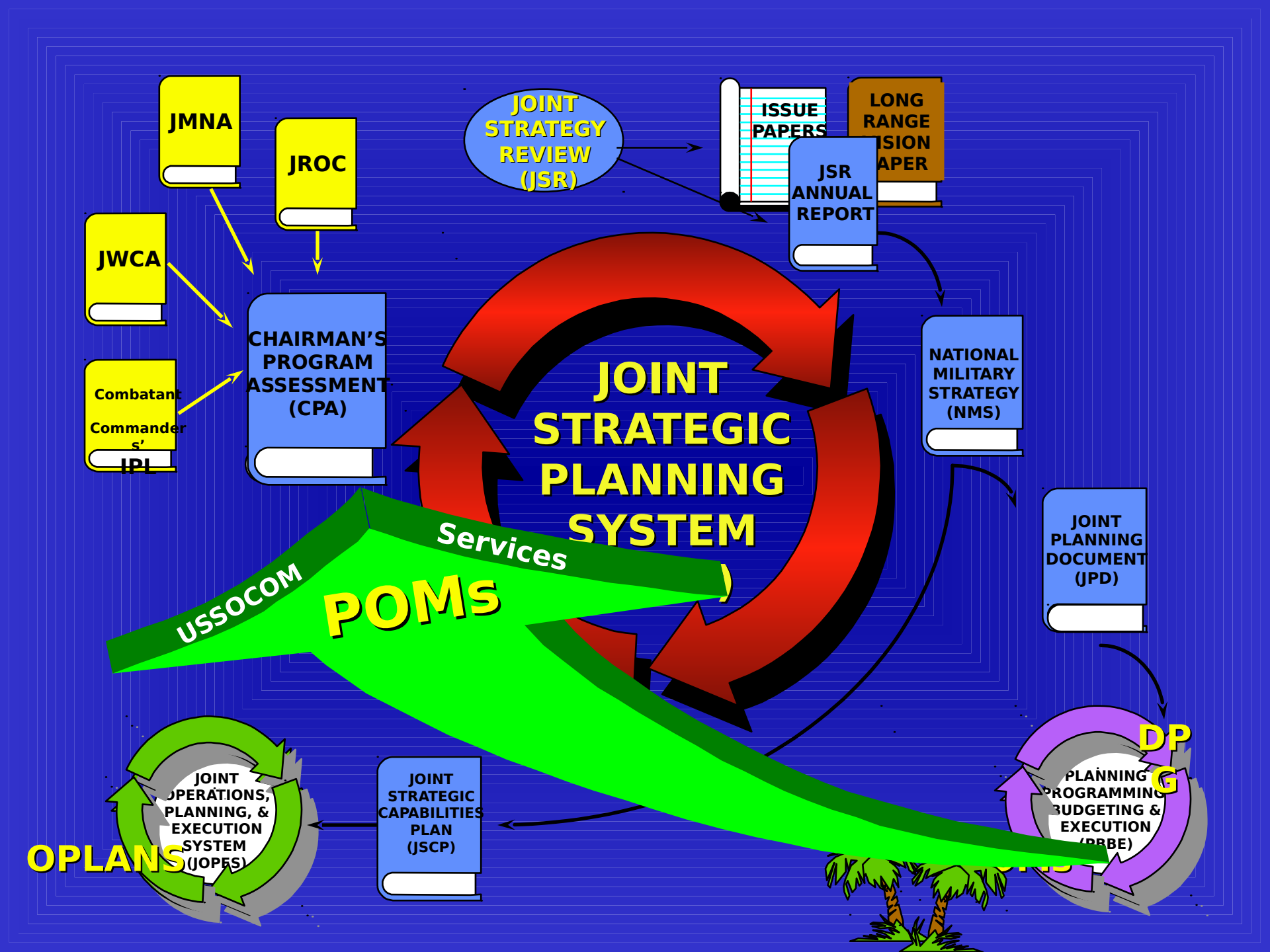
CHAIRMAN'S PROGRAM ASSESSMENT (CPA)

DEFINITION:

- The CPA is an assessment of how well the POMs submitted by MilDeps, USSOCOM, and Defense agencies conform to na military priorities and strategic guidance.

-- Summarizes the views of the CJCS on the balance of capabilities of the POM force and the support levels required to attain US national security objectives.

-- Services, unified commands, Defense agencies, and Joint Staff involved throughout the process.


JMNA
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Combatant Commanders' IPL
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JOINT OPERATIONS, PLANNING, & EXECUTION SYSTEM (JOPES)
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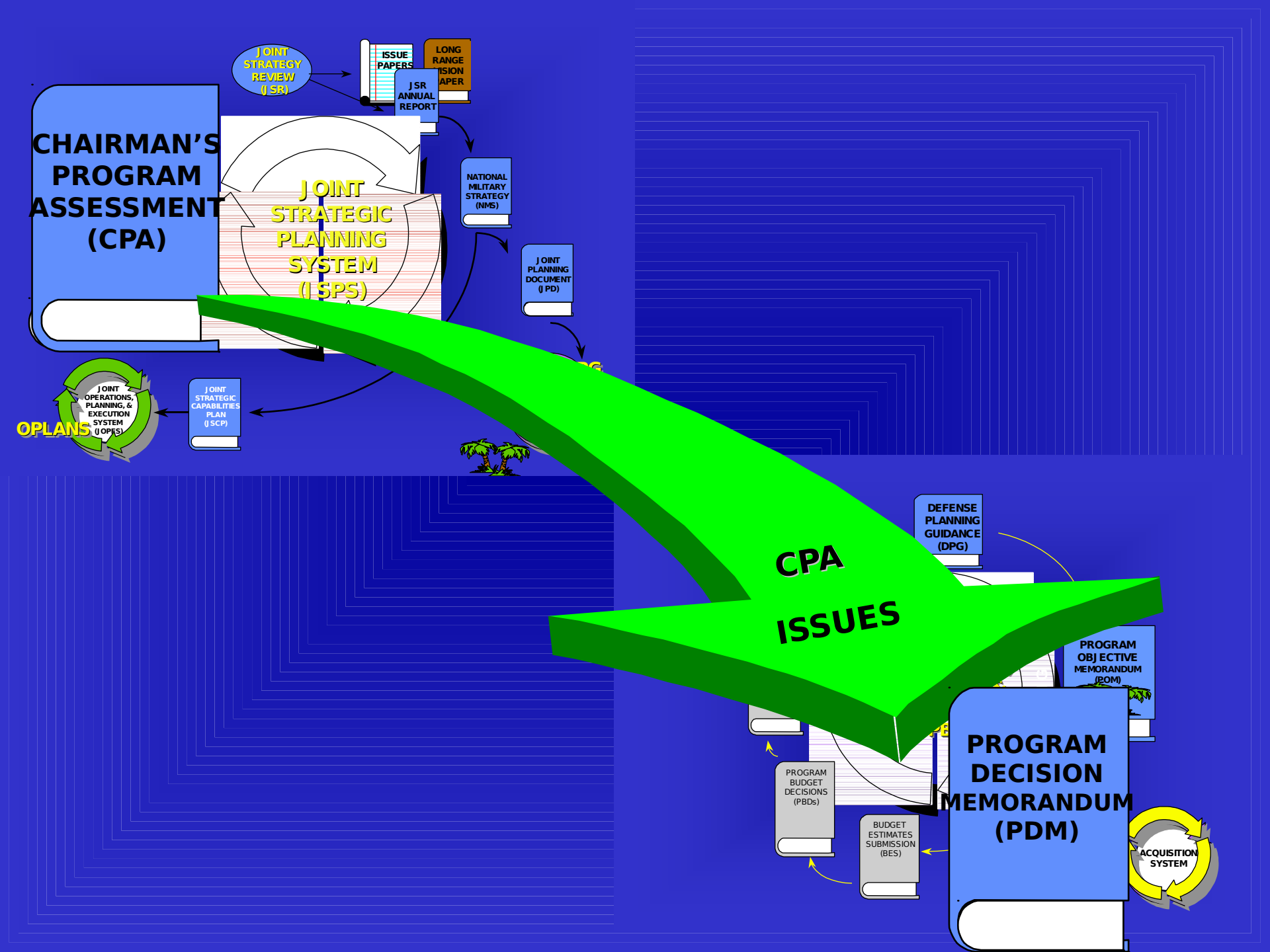
PLANNING PROGRAMMING BUDGETING & EXECUTION (PPBE)
DPG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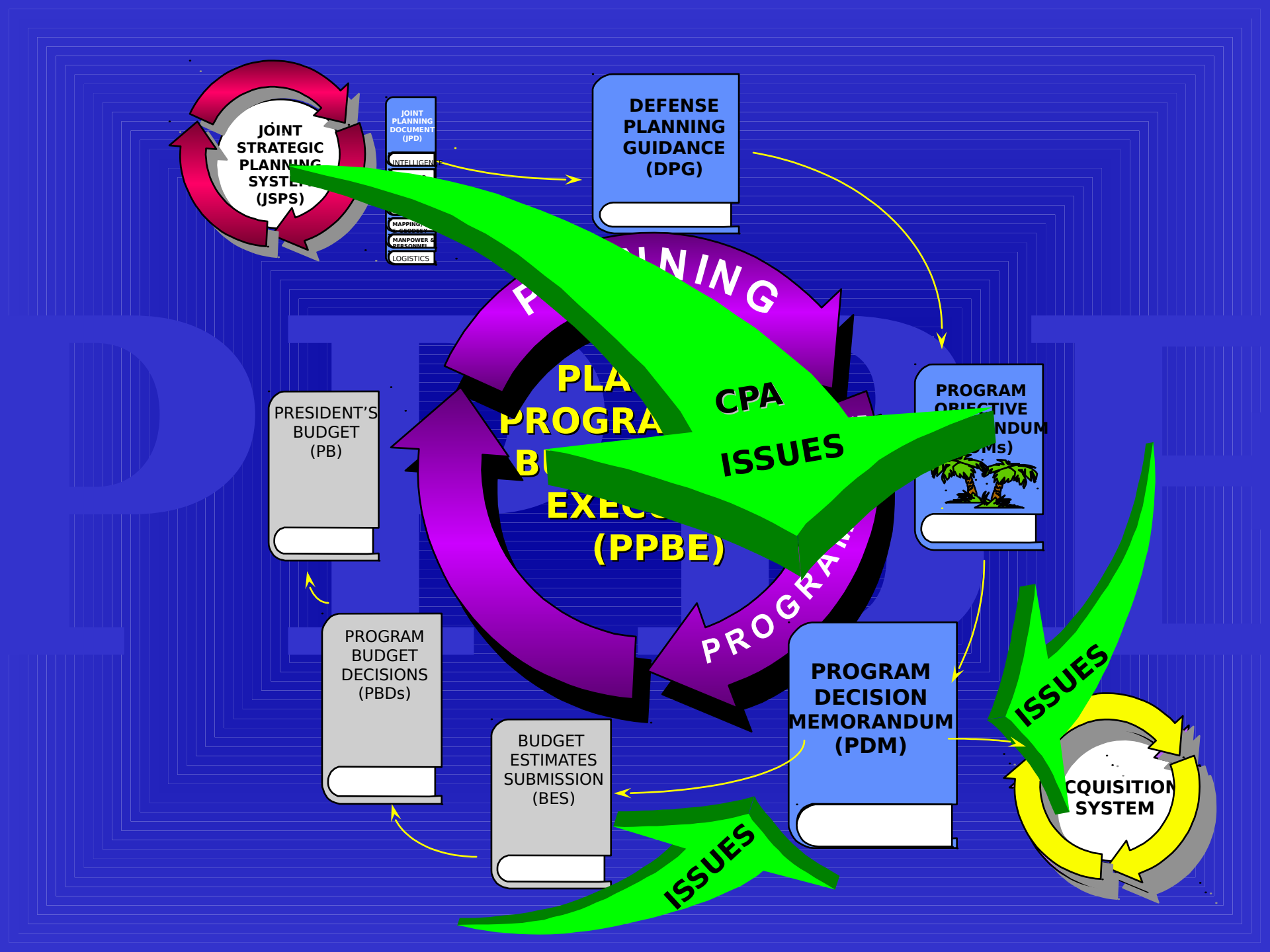
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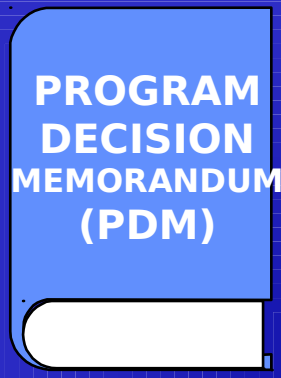
ISSUES
ISSUES
CQUISITION SYSTEM



PROGRAM DECISION MEMORANDUM (PDM)

DEFINITION:

- The PDM is **the culmination of issues resolution, and formally documents program decisions and force structure.**

-- Contains and addresses the concerns of the Chairman in the CPA

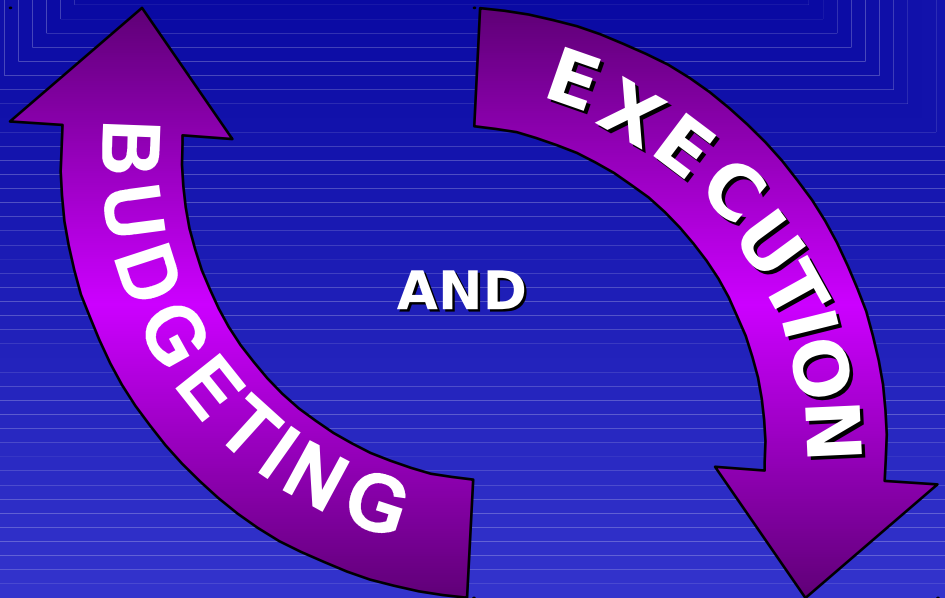
-- Addresses & resolves the concerns (issues) of the OSD, Joint Staff, Combatant Commanders, and Services.

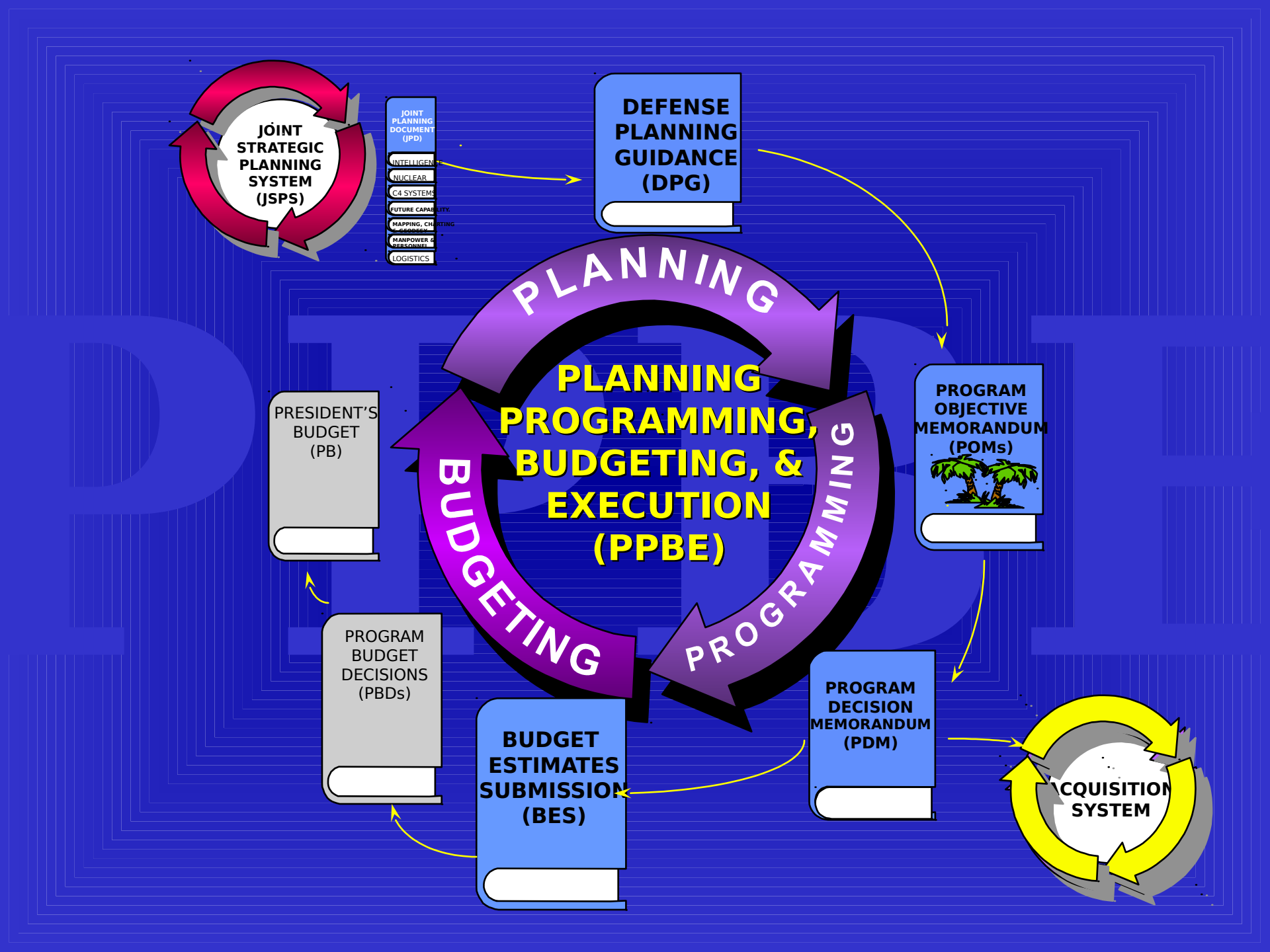
-- **SecDef's final decision on POM proposals**.

-- Ends the "programming cycle."

Objective:

- Update the approved programs from the programming p
- Check approved programming phase to see if they are executable.
- Establish final program costs.
- Incorporate the PDM and the FYDP into the President's Budget
- Upon Congressional approval, *execute* the budget

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BUDGET ESTIMATE SUBMISSION (BES)

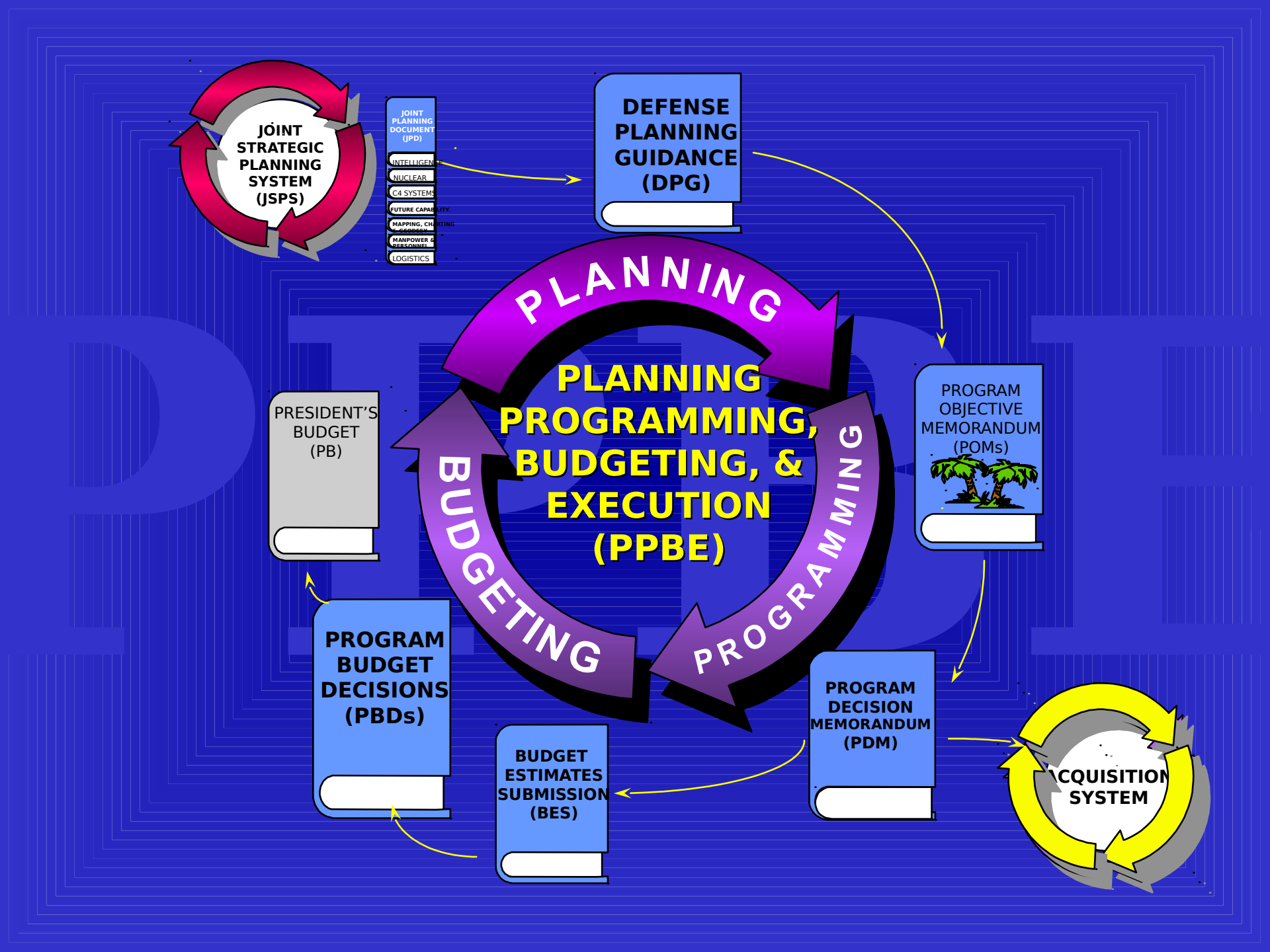
BUDGET ESTIMATE SUBMISSION (BES)

DEFINITION:

- Derived from the POM and PDM, represents the MiLDeps' *estim*
  costs of the PDM approved programs.

-- A "re-costing" of the POM, as modified by the PDM

-- Concentrates on the first two years of the POM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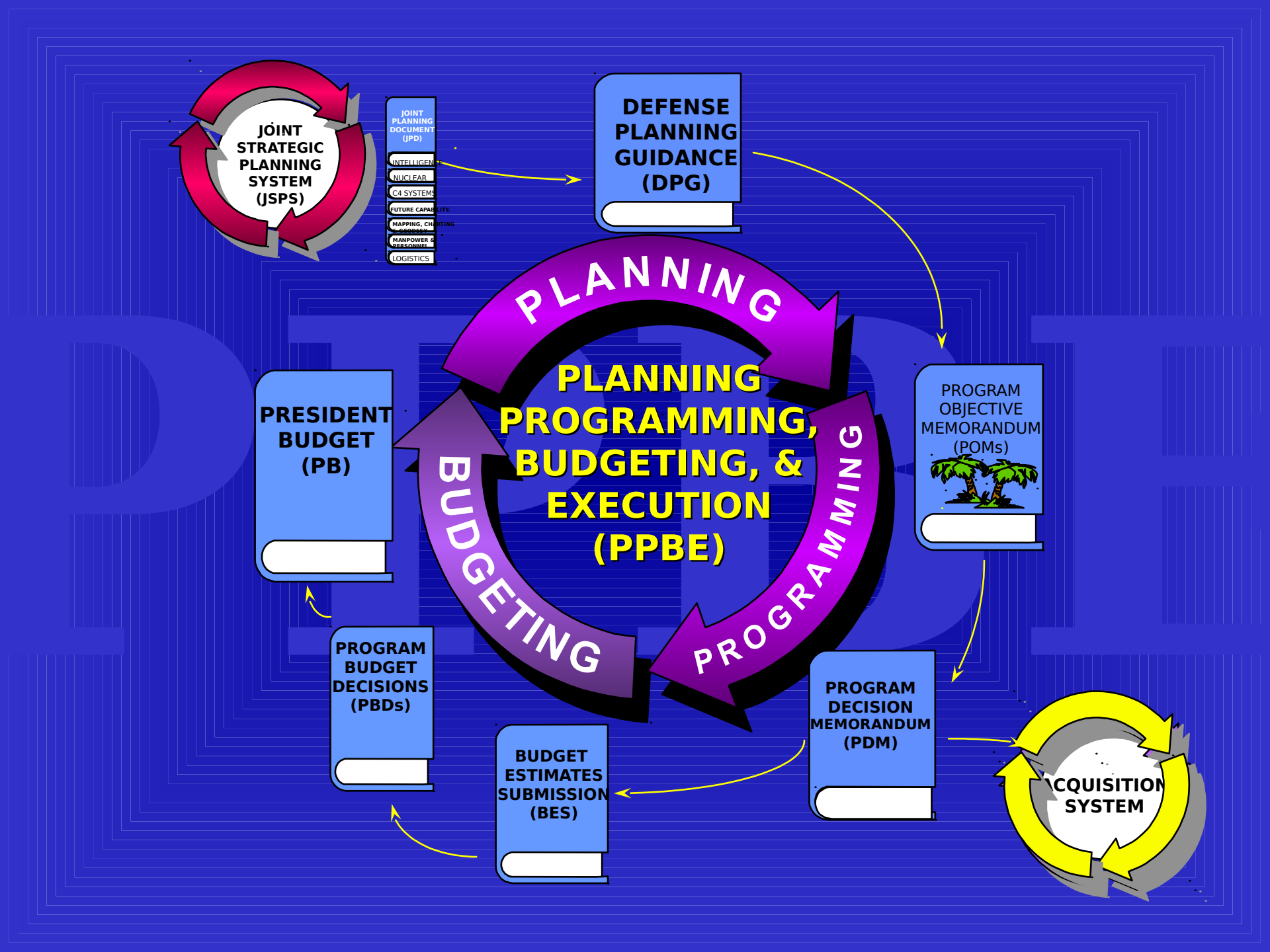
PROGRAM BUDGET DECISION (PBD)

PROGRAM BUDGET DECISIONS (PBD)

DEFINITION:

- The PBDs represent the SecDef's decision on, and *approval* of, Services' budget that will be incorporated in the President's B

-- Derived from the BES and major budget issues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PRESIDENT'S BUDGET (PB)

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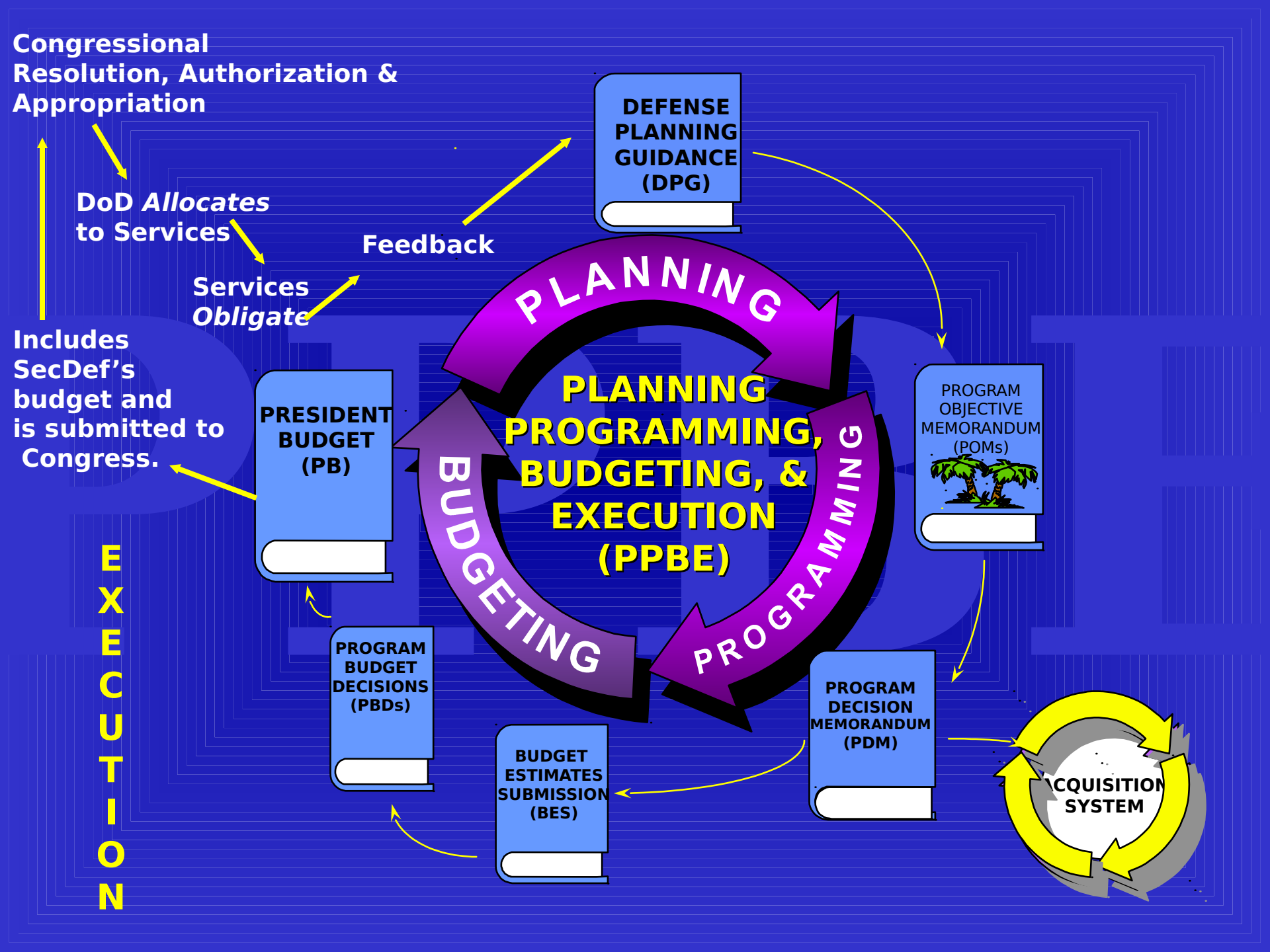
DEFINITION:

- The President's Budget includes the SecDef's Defense Budget is submitted to Congress in January.

-- Marks the end of the Budgeting Phase of PPBE

Signing of the Defense Budget


Congressional Resolution, Authorization & Appropriation
DoD *Allocates* to Services
Services *Obligate*
Feedback
Includes SecDef's budget and is submitted to Congress.
EXECUTION
DEFENSE PLANNING GUIDANCE (DPG)
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CQUISITION SYSTEM

JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

- JSPS is the formal means for the CJCS to carry out his statutory responsibil
  give strategic plans and direction to the Armed Forces of the United State
  advice and assistance to the SecDef.

PURPOSE:

- Interacts with other DOD systems.
- Provides means for CJCS to:
  - -- review National security environment
  - -- evaluate the threat
  - -- assess current strategy and propose new military strategy
  - -- advise the SecDef on programs and forces to achieve national objec
  - -- direct development of strategic plans
  - -- review existing or proposed programs and budgets
  - -- evaluate capabilities and assess the program and budget -- propose

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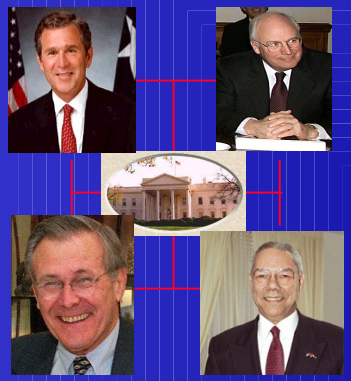
SYSTEMS

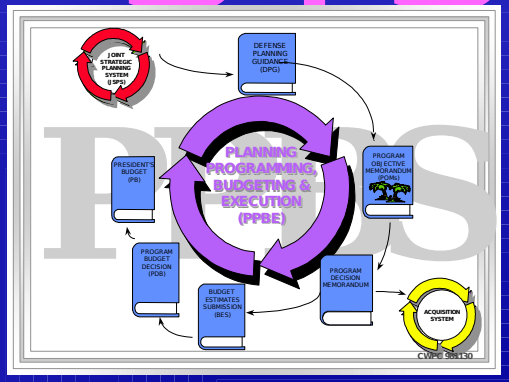
National Security Council System NSCS

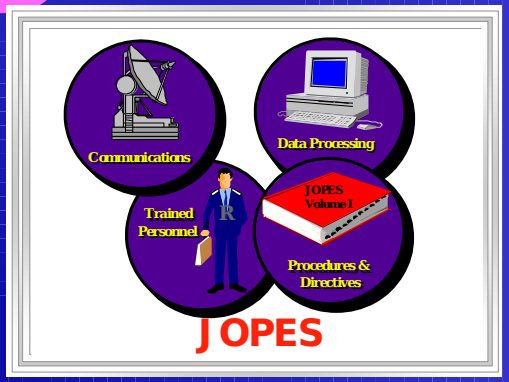
Planning, Programming, Budgeting & Execution process PPBE

Joint Strategic Planning System JSPS

Joint Operation Planning & Execution System JOPES







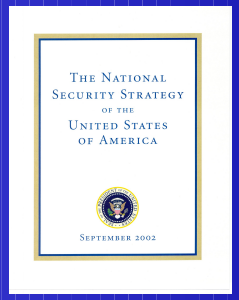
Defeat global terrorism; Prevent attacks against the US and its allies

Dissuade Adversaries; Deter Aggression; Defeat enemies

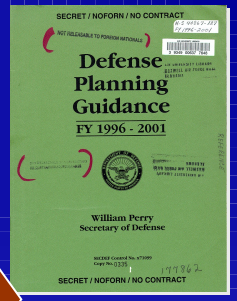
Military Strategy

"Develop Plans"

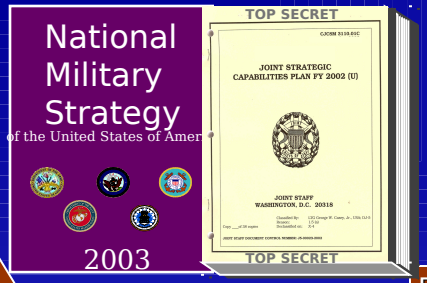
"Military Capability"



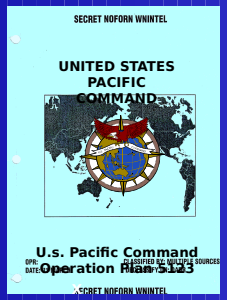
Enhance Global Security


SECRET / NOFORN / NO CONTRACT
Defense Planning Guidance
FY 1996 - 2001
William Perry
Secretary of Defense
SECRET / NOFORN / NO CONTRACT

Ensure US Security



Develop Plans



"TRANSLATE NATIONAL OBJECTIVES INTO MILITARY CAPABILITIES"

JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

- JSPS is the formal means for the CJCS to carry out his statutory responsibil
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  advice and assistance to the SecDef.

PURPOSE:

- Interacts with other DOD systems.
- Provides means for CJCS to:
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  - -- direct development of strategic plans
  - -- review existing or proposed programs and budgets
  - -- evaluate capabilities and assess the program and budget -- propose

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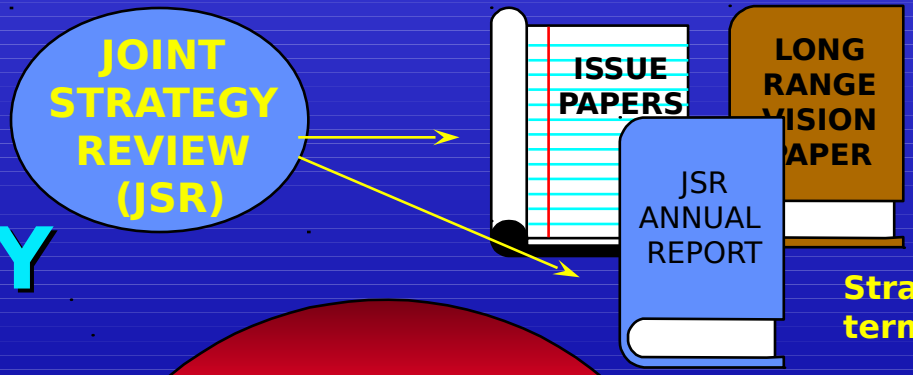

Strategic Vision - near term & long-term

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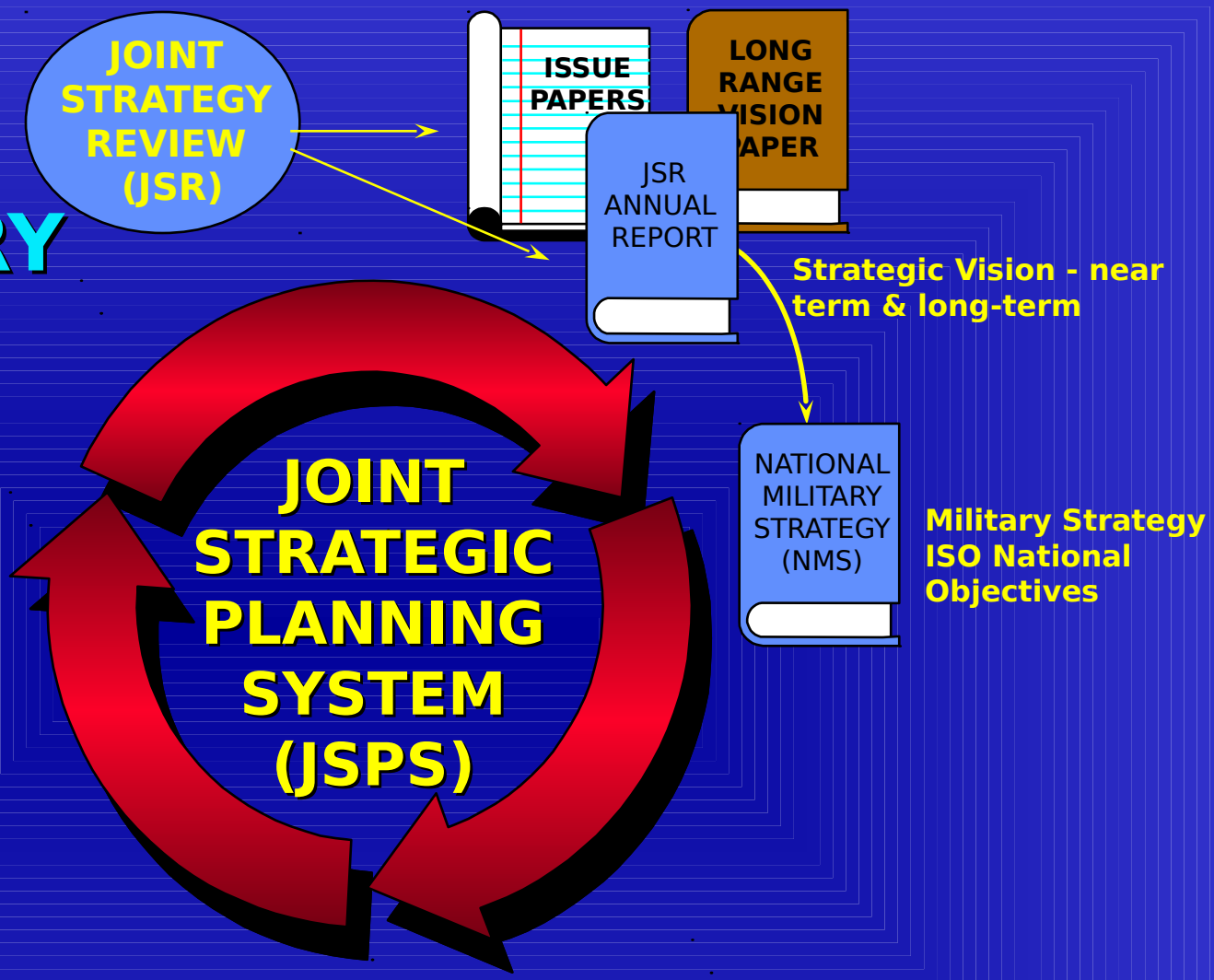
JOINT STRATEGY REVIEW (JSR)
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LONG RANGE VISION PAPER
JSR ANNUAL REPORT
Strategic Vision - near term & long-term
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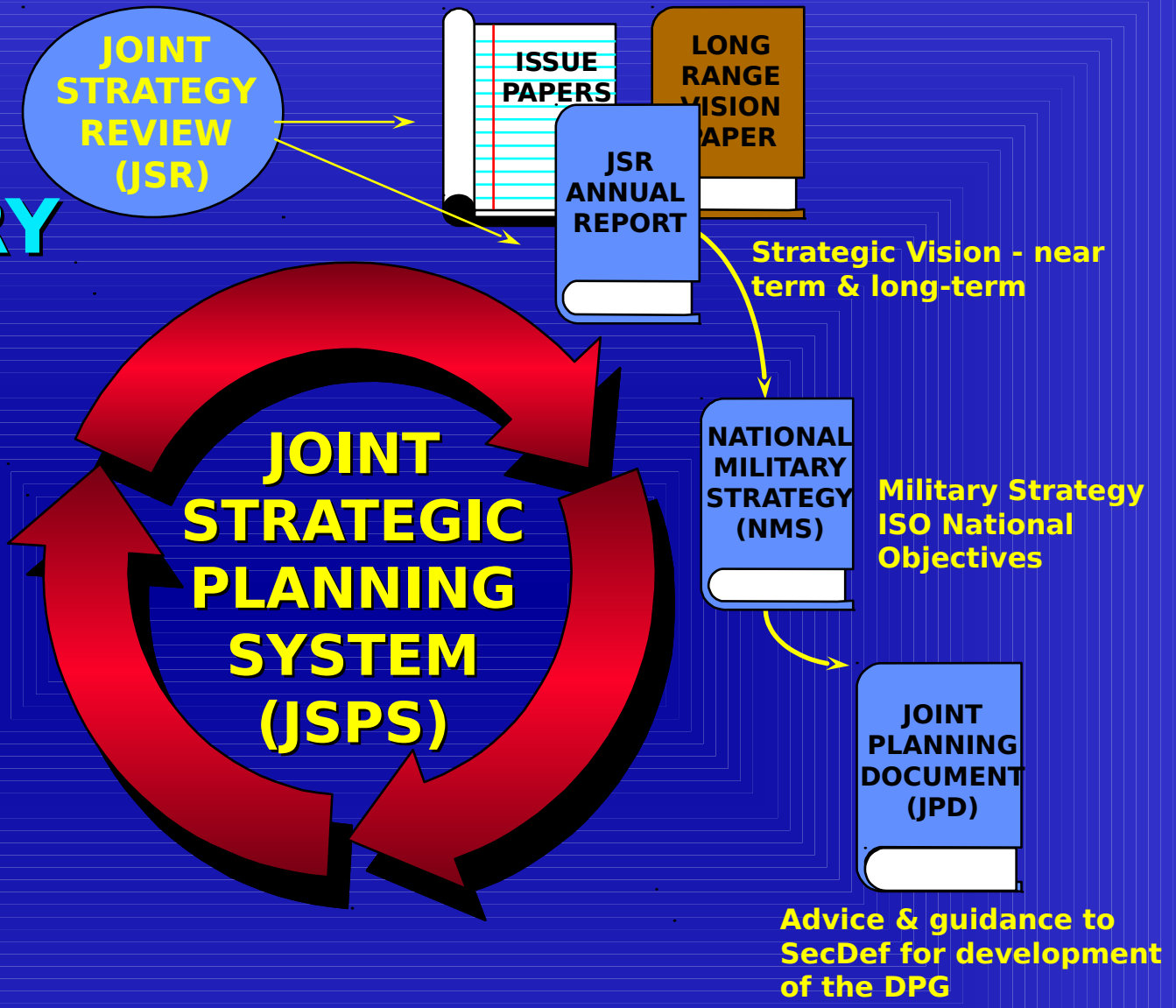
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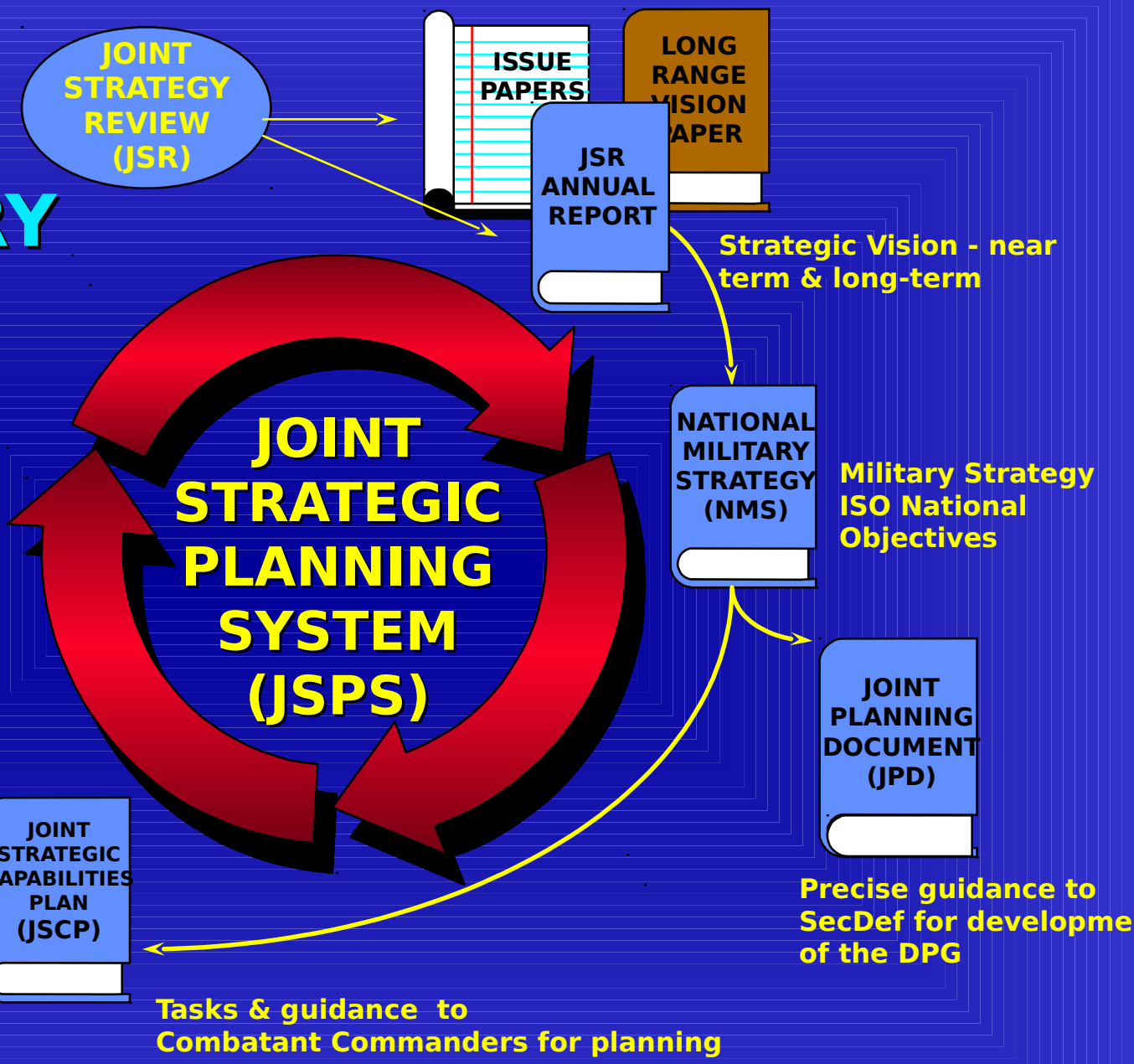
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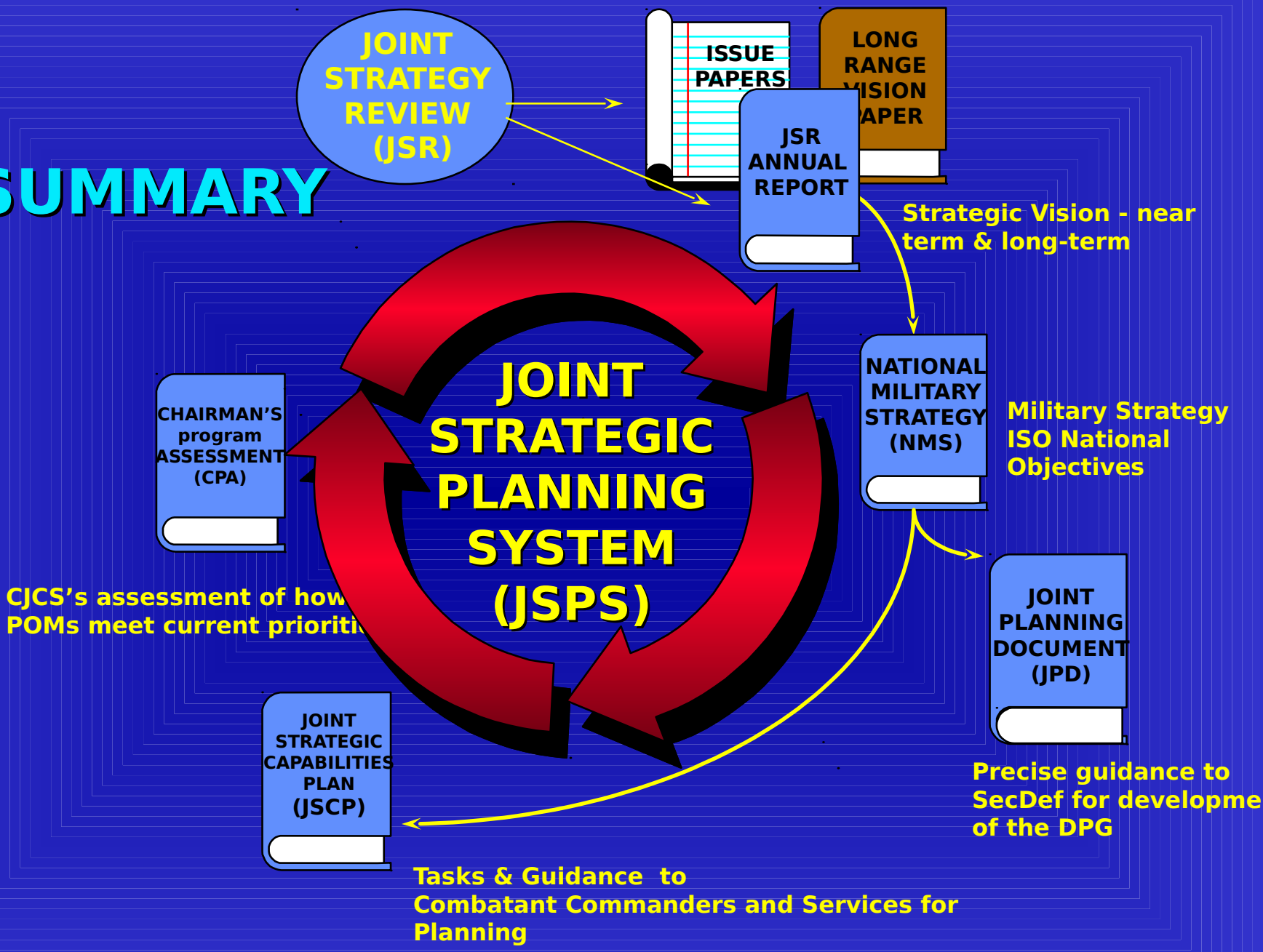
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CHAIRMAN'S program ASSESSMENT (CPA)
CJCS's assessment of how POMs meet current priorit
JOINT STRATEGIC PLANNING SYSTEM (JSPS)

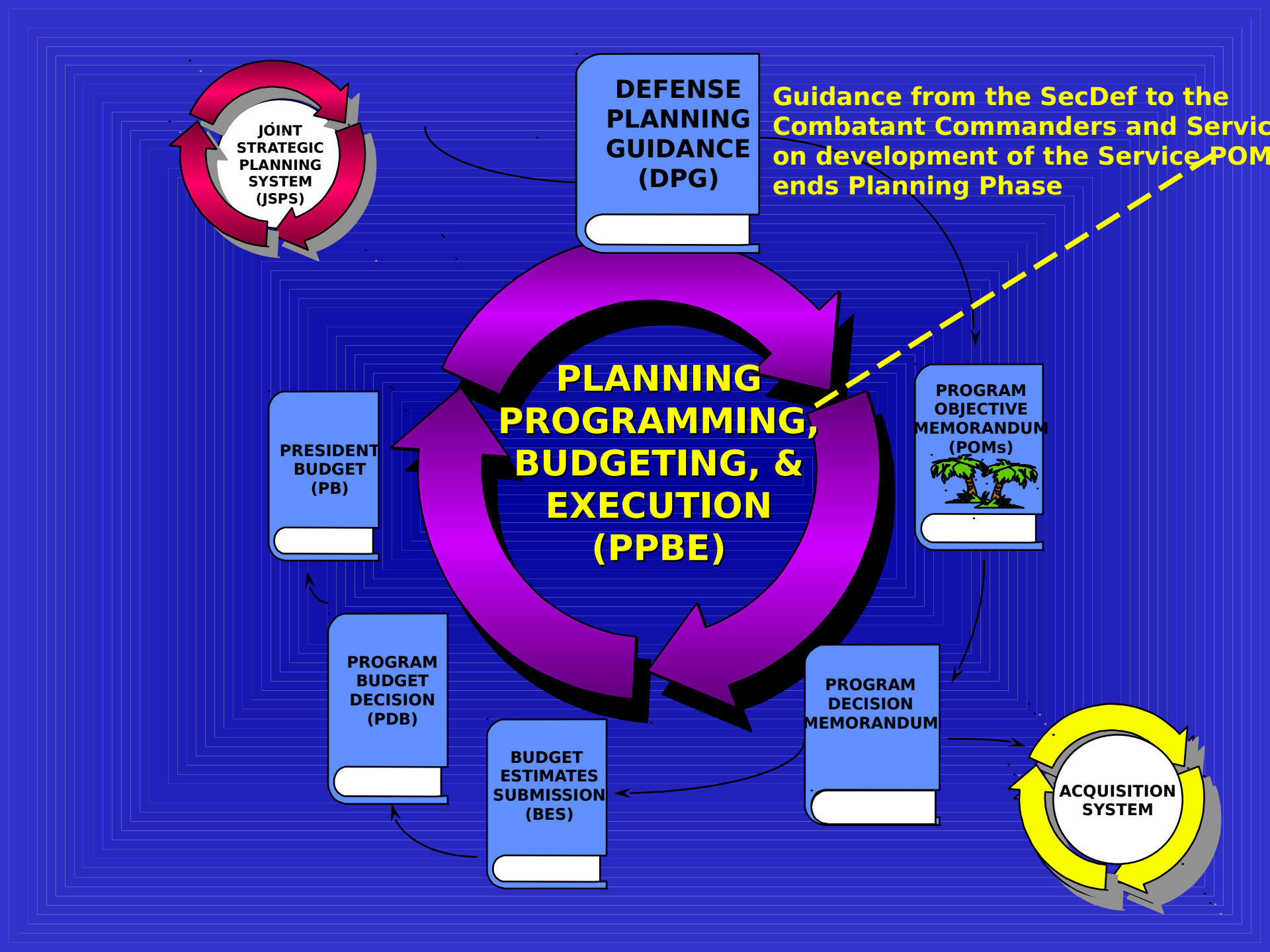
LANNING, PROGRAMMING, BUDGETING, & EXECUTION (PPBE) PROCESS

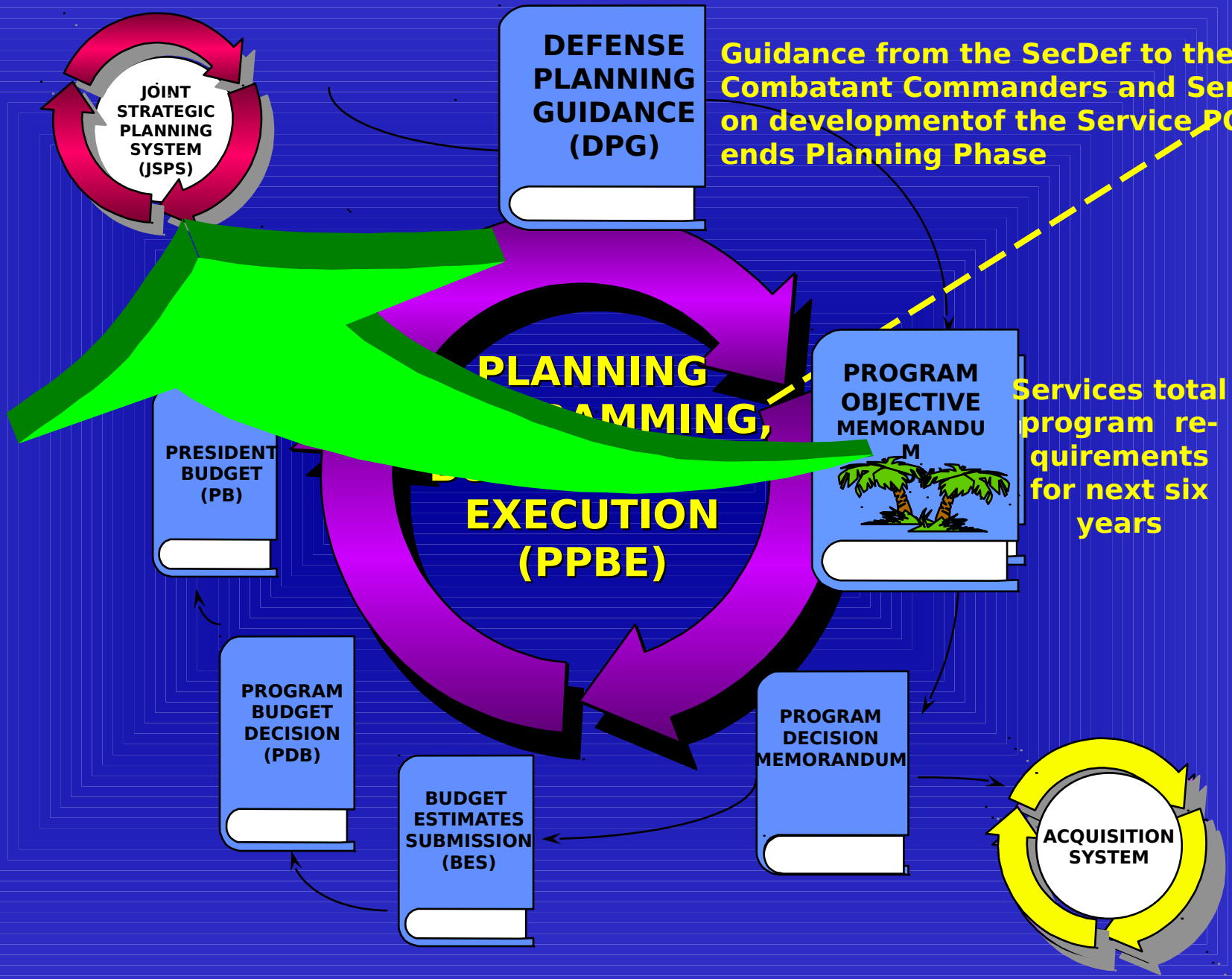
DEFINITION:

- DoD resource management system, controlled by the SecDef, us
  to establish, maintain, and revise the FYDP and DoD portion of t
  President's Budget.

PURPOSE:

Objective of the PPBE is to provide the Combatant Commanders
the best mix of forces, equipment, and support attainable within
constraints


JOINT STRATEGIC PLANNING SYSTEM (JSPS)
DEFENSE PLANNING GUIDANCE (DPG)
Guidance from the SecDef to the Combatant Commanders and Servic
on development of the Service POM
ends Planning Phase
PLANNING PROGRAMMING, BUDGETING, & EXECUTION (PPBE)
PRESIDENT BUDGET (PB)
PROGRAM OBJECTIVE MEMORANDUM (POMs)
PROGRAM BUDGET DECISION (PDB)
BUDGET ESTIMATES SUBMISSION (BES)
PROGRAM DECISION MEMORANDUM
ACQUISITION SYSTEM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Services total program re-quirements for next six years
PRESIDENT BUDGET (PB)
PROGRAM BUDGET DECISION (PDB)
BUDGET ESTIMATES SUBMISSION (BES)
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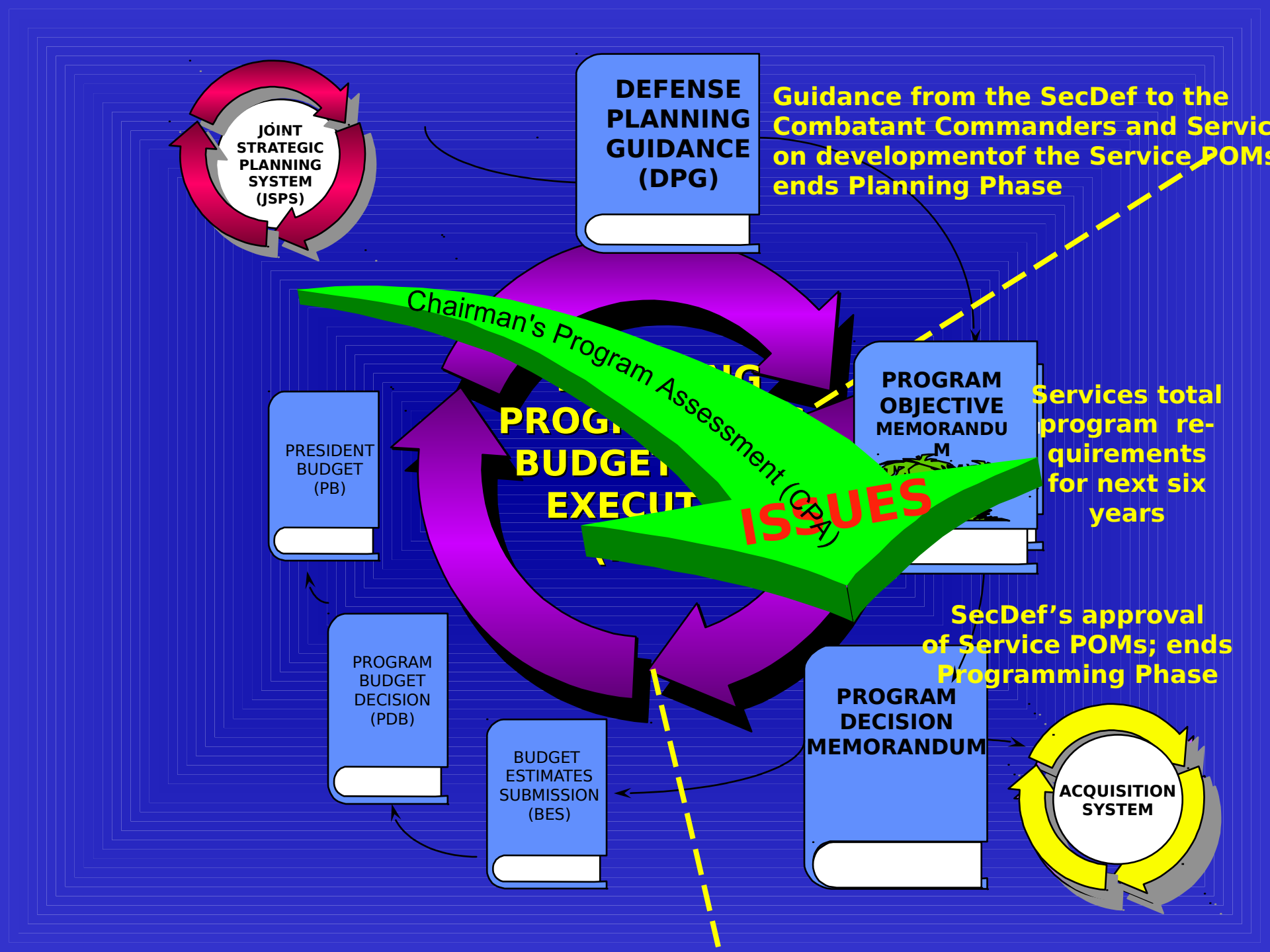
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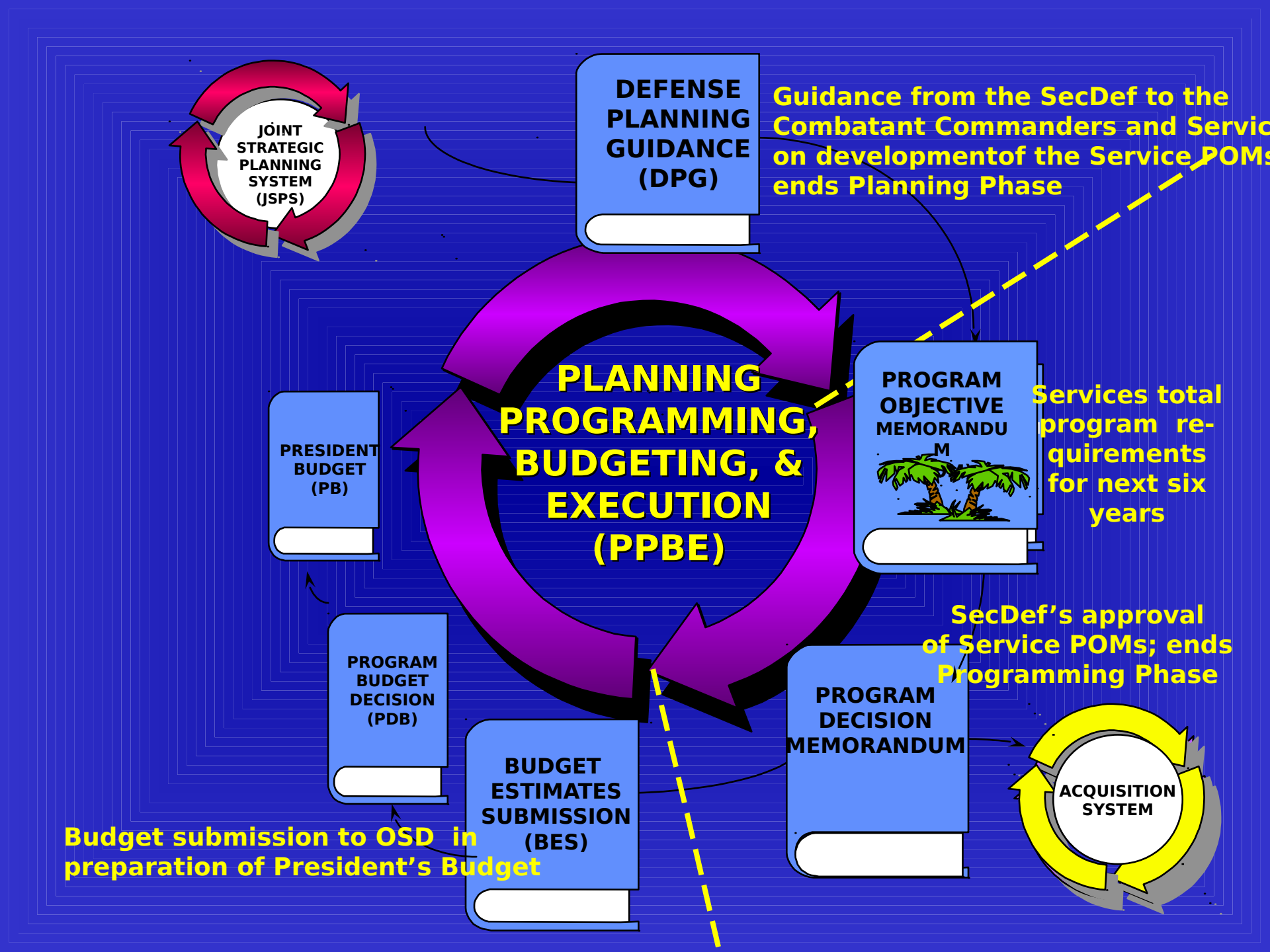
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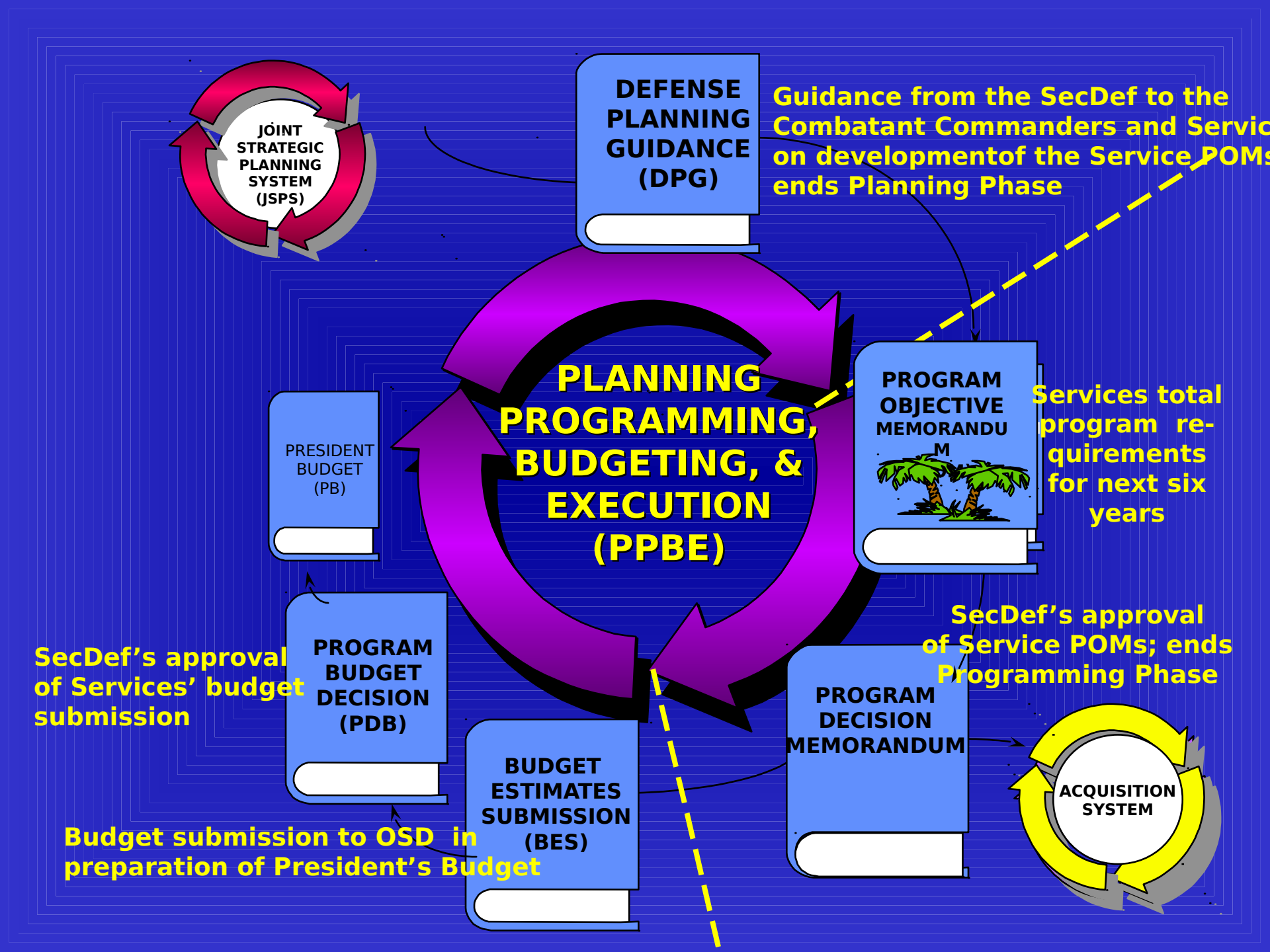
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SecDef's approval of Services' budget submission
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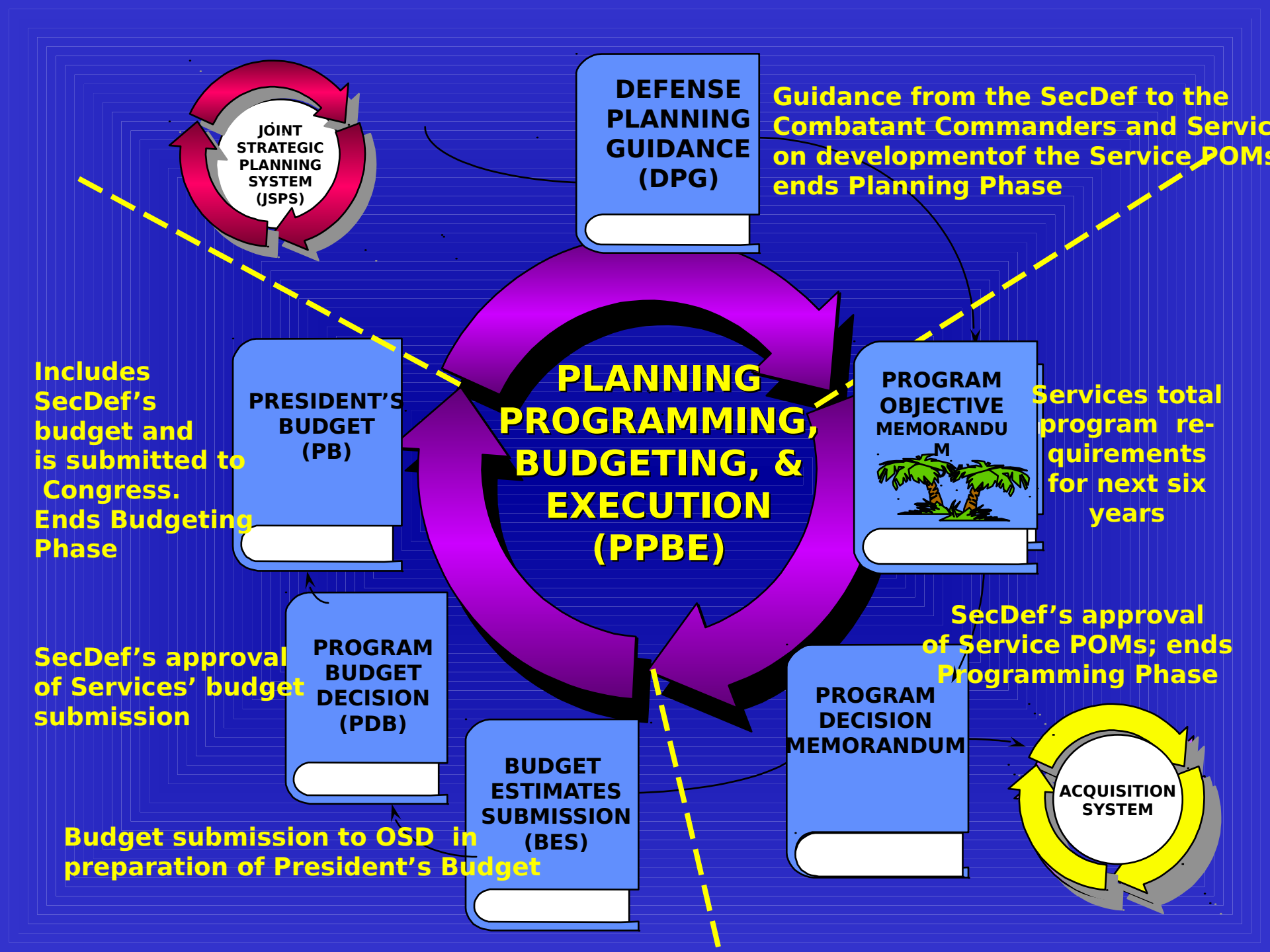
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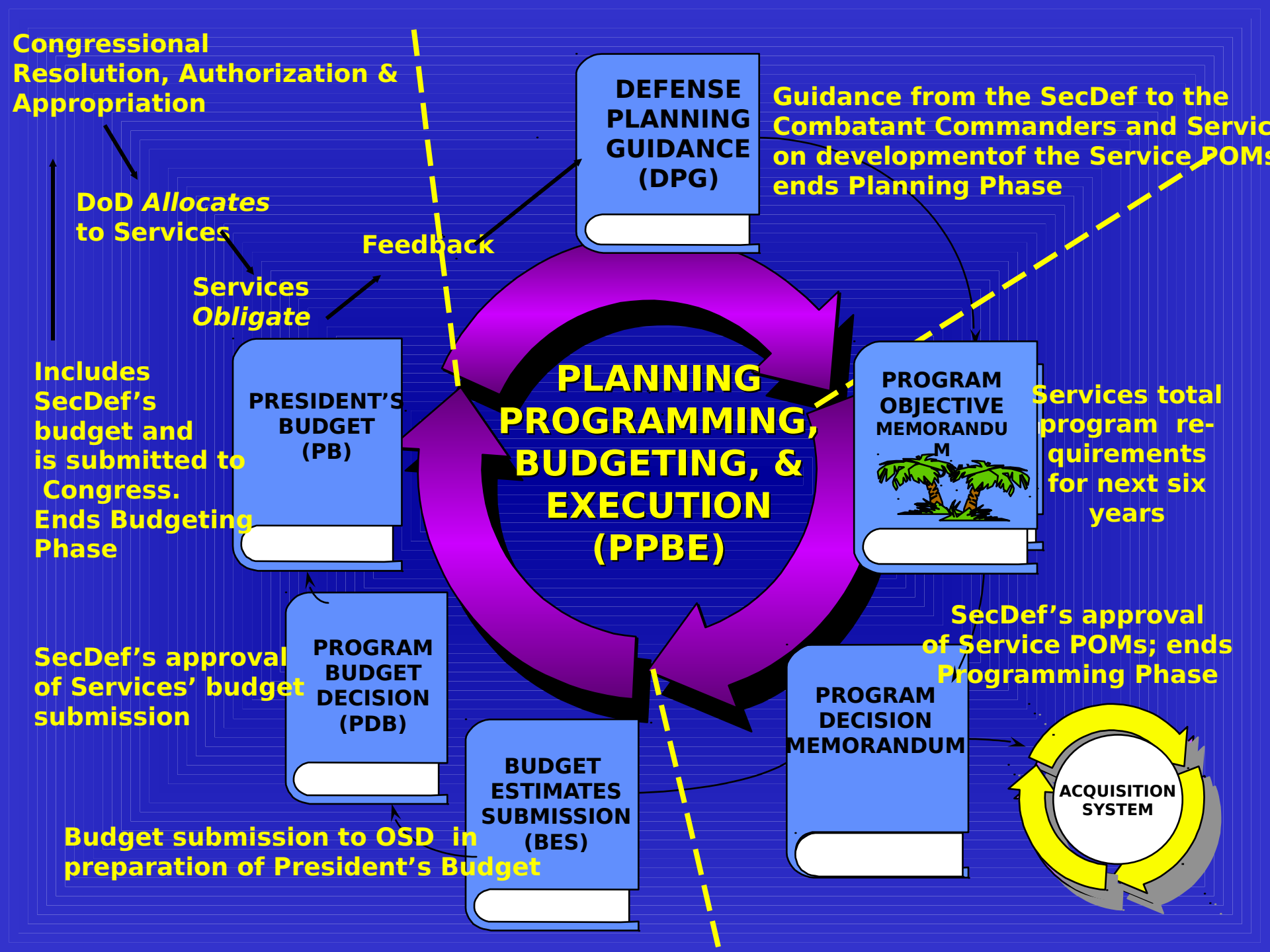
Congressional Resolution, Authorization & Appropriation
DoD *Allocates* to Services
Services *Obligate*
Feedback
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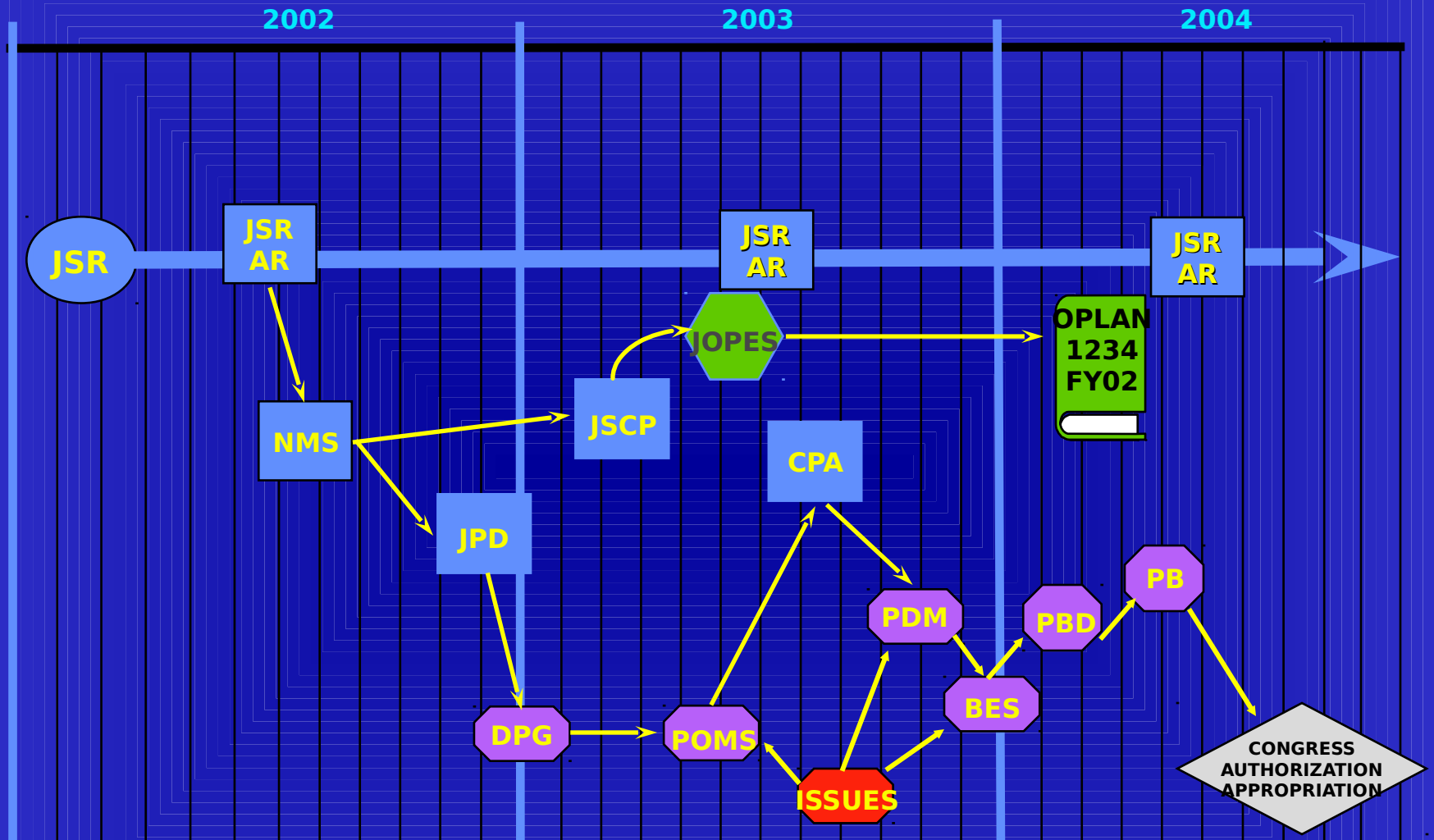
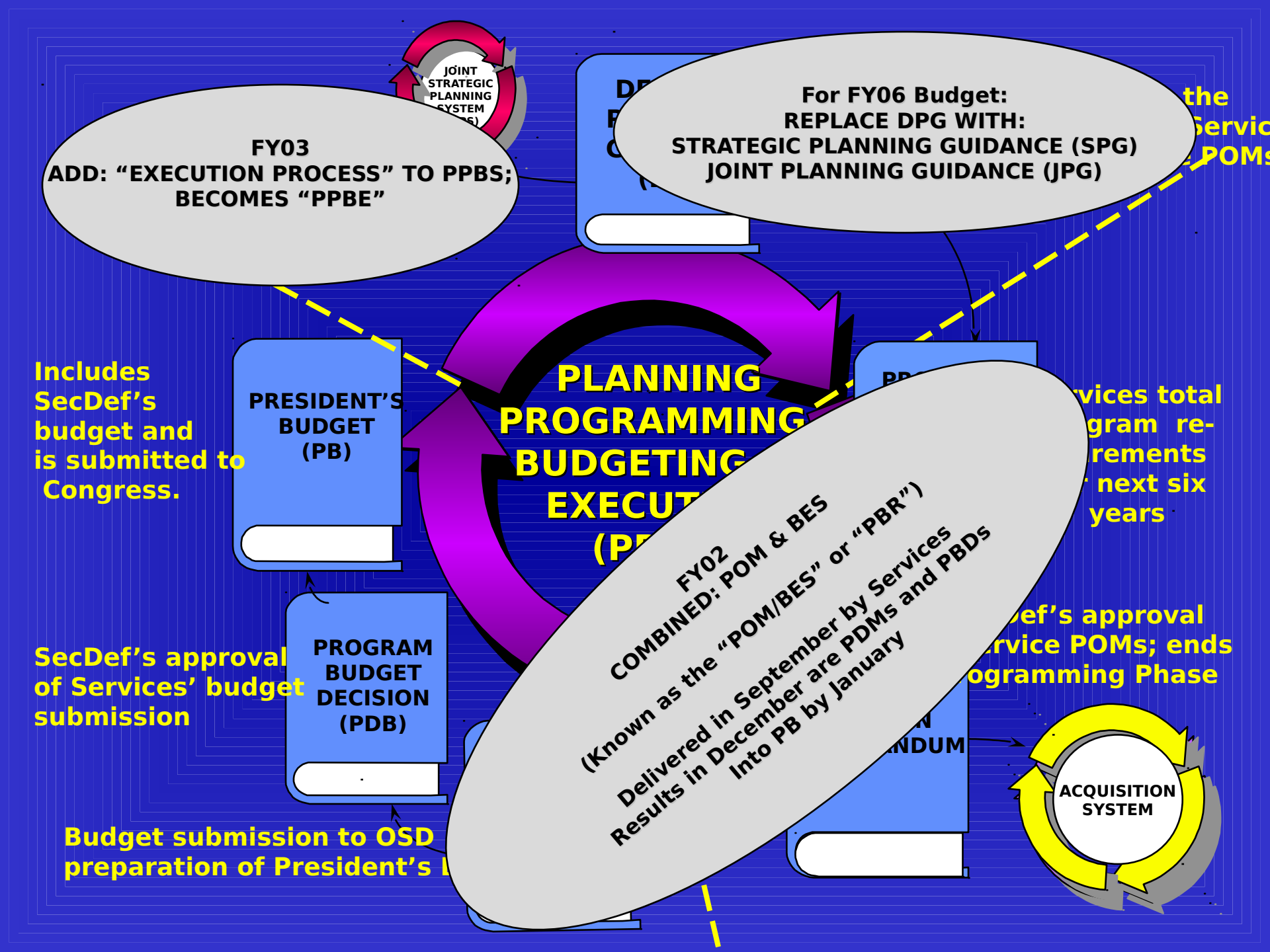
DOD PLANNING SYSTEMS RELATIONSHIPS




JOINT STRATEGIC PLANNING SYSTEM
FY03
ADD: "EXECUTION PROCESS" TO PPBS;
BECOMES "PPBE"
For FY06 Budget:
REPLACE DPG WITH:
STRATEGIC PLANNING GUIDANCE (SPG)
JOINT PLANNING GUIDANCE (JPG)
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ACQUISITION SYSTEM
Budget submission to OSD
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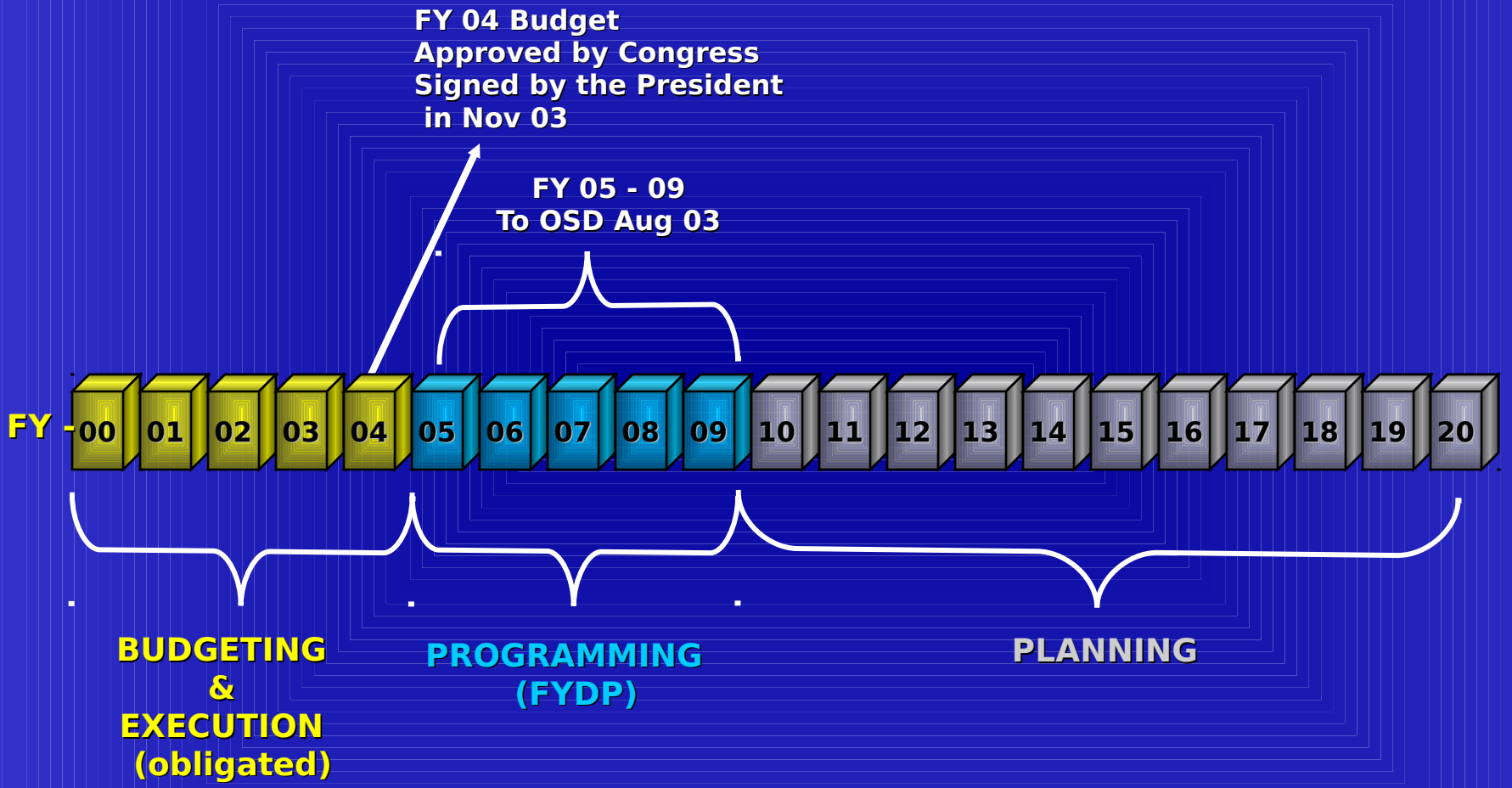
FY02
COMBINED: POM & BES
(Known as the "POM/BES" or "PBR")
Delivered in September by Services
Results in December are PDMs and PBDs
Into PB by January


FY 04 Budget
Approved by Congress
Signed by the President
in Nov 03
FY 05 - 09
To OSD Aug 03
FY
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BUDGETING
&
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(obligated)
PROGRAMMING
(FYDP)
PLANNING

Questions ?